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The Commonwealth of Massachusetts.

FUNCTIONS, ORGANIZATION AND ADMINISTRATION

OF THE

DEPARTMENTS IN THE EXECUTIVE BRANCH

OF THE

STATE GOVERNMENT.

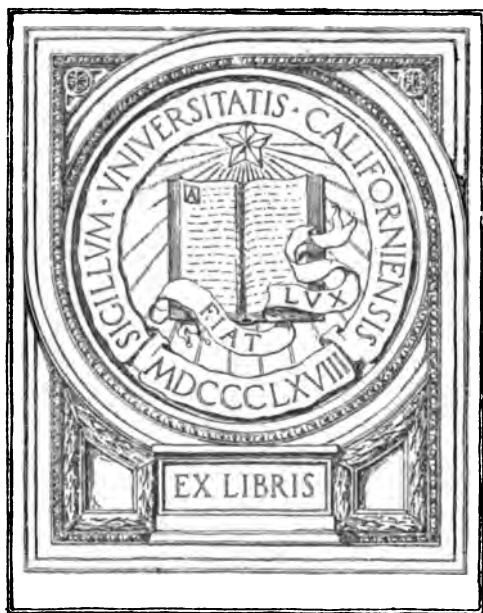
PREPARED BY

THE COMMISSION ON ECONOMY AND EFFICIENCY

NOVEMBER, 1914.



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The Commonwealth of Massachusetts.

REPORT ON THE FUNCTIONS, ORGANIZATION AND ADMINISTRATION OF THE DEPARTMENTS IN THE EXECUTIVE BRANCH OF THE STATE GOVERNMENT.

INTRODUCTION.

STATE HOUSE, BOSTON, NOV. 25, 1914.

To His Excellency the Governor and the Council.

The law establishing the Commission on Economy and Efficiency (chapter 719, Acts of 1912) provides that "it shall be the duty of the commission to . . . study into the possibility of promoting greater economy and efficiency and utility in the transaction of the business of the commonwealth . . . by the reorganization, consolidation or co-ordination of departments and institutions, by different methods of administration, by classification of employees, . . . and it shall report thereon from time to time to the governor and council and to the general court, if it is in session." In order to perform this statutory duty, the commission found it necessary to collect information relative to the work being performed by each State department, board, commission and institution, the powers and duties of State officials, the classes of departmental officials and employees, their compensation, and the plan or system of organization within each department, board, commission and institution. A part of the information collected by the commission is presented in this report on the functions, organization and administration of those departments, boards and commissions performing executive or administrative work under State authority. The Legislature and courts are not included in this report.

The purpose of the report is to make available for the Governor, Council, Legislature, State officials and general public essential information about each department of State service. Most of the information contained in this report is not found in any other public document, many facts being of a character not contained in the departmental reports, most of which take for granted a general knowledge of the powers and duties of the departments issuing them. Public Document 90 gives an incomplete list of the employees of each department, but shows nothing as to the divisions in which they are organized or the authority of the various officials who have charge of different branches of the department's activities. The Manual for the General Court contains no account of the work of the various departments, nor information about them other than their location and the names of their principal officials,

including the boards or commissions in control. Consequently, this report is largely composed of material arranged in an entirely new way, and comprising many facts not hitherto dealt with in a State publication.

It is the intention of the commission to follow this report with constructive reports based upon a part of the information here set forth. With that intention in mind this report has been kept absolutely free of comment or criticism, its object being only to state the facts and nothing more. In its subsequent reports the commission will bring out instances of defective organization and administration, either in the relations of certain departments to each other, or within single departments, and will propose measures designed to remedy the defects described.

The information desired for this report was first sought by means of a set of questions, which was sent out to all the departments in August, 1913. Where the answers were inadequate they were followed up by members of the commission or its agents until the necessary details were secured. A statement for each department was then prepared and a copy sent to the department in question, with the request that corrections be made and suggestions offered. In every case but one the statement was reviewed by the department to which it applied, and returned with such corrections and suggestions as seemed necessary. The commission consequently believes that its statements present accurately the facts as they are understood by those best qualified to pass upon them.

The first chapters of the report describe some noteworthy features of the functions and organization of the departments with which the report is concerned. They also contain a chart of the executive branch of the State government as a whole, and a map showing the location of State institutions, reservations and other State property. The latter and larger part of the report is devoted to the detailed descriptions of the work and organization of State departments.

Respectfully submitted,

COMMISSION ON ECONOMY AND EFFICIENCY.

FRANCIS X. TYRRELL, *Chairman.*

THOMAS W. WHITE.

RUSSELL A. WOOD.

I. DEFINITIONS OF TERMS.

To avoid confusion and misunderstanding as to statements concerning the several branches or parts of the State government and the authority of State officials and boards, the following terms used in this report are defined: —

“Departments” — a generic term for the separate or distinct organization units of the State government, each of which is under the control of an official or officials directly responsible to the electorate, the Legislature or the Governor. The use of the word “department” in this broad sense obviates the necessity of repeating such titles as boards, commissions, bureaus, offices, institutions and undertakings, as well as the many special titles found in the State service.

“General supervision” — the authority and duty to visit and inspect and to oversee affairs, but without the power to regulate and control.

“Control” — power to subject to authority, to govern, to hold in restraint or check. “Direction” is to be interpreted as the power to determine the course of, to subject to certain rules or restrictions, to cause to proceed in a particular manner.

“Management” — the power to be in immediate charge of, to superintend, to administer the department (used in its generic sense) according to the rules and instructions given by those having authority to control and direct. As contrasted with “direction,” the word “management” conveys the idea of giving closer attention to details and of carrying out the policies and orders of persons directing affairs.

II. SUMMARY OF THE PRESENT ORGANIZATION OF THE EXECUTIVE BRANCH OF THE STATE GOVERNMENT, WITH CHART.

This report is devoted entirely to the executive branch of the State government; consequently, it includes only those departments which are doing executive and administrative work. The heads of these departments are, with nine exceptions, appointed by the Governor, with the advice and consent of the Council. By constitutional provision the heads of four departments are elected annually by the people, namely, the Secretary of the Commonwealth, the Treasurer and Receiver-General, the Auditor and the Attorney-General. The sergeant-at-arms is elected annually by the Legislature, the chief of the district police is appointed from among the members of the force by the Governor without confirmation by the Council, and the adjutant general, quartermaster general and surgeon general are also appointed by the Governor without confirmation by the Council.

To show more clearly the separate departments in the executive branch of the State service, and the lines of control or supervision from the Governor to departmental officials, and from the departments to State institutions, a chart has been prepared. In this chart a line from the Governor to a department indicates some measure of control by the Governor over that department, a solid line signifying definite authority, a wavy line signifying doubtful authority, the board connected by a wavy line being composed entirely of officials not appointed by the Governor, and a broken line signifying divided authority, the department being only partly or quasi-public. Dotted lines from departments to institutions indicate supervision by the departments over the institutions; solid lines indicate control by the departments over the institutions.

The figures in blocks connected with each department indicate the number of officials having control and direction over the department.¹ If only one figure is given all the officials are appointed by the Governor; if two figures are given in the form of a fraction, the numerator represents the total number and the denominator the number appointed by the Governor. Where none of the officials are appointed by the Governor they usually hold other positions and are serving *ex officio* in the department in question. (The summary, pages 10-29, contains later data than the chart.)

¹ See chart facing this page.

The trustees of institutions controlled by the Board of Insanity are appointed by the Governor, but as the principal control over these institutions is, by recent legislation, vested in the State Board of Insanity, the Governor and the institutions are not connected by lines of any kind, though the Governor still retains some authority over them. Since the Secretary of the Commonwealth, the Treasurer and Receiver-General, the Auditor and the Attorney-General are chosen by the electorate, and the sergeant-at-arms is elected by the Legislature, they are shown separately from the other departments, and the method of their election is indicated.

In order to show in concise form the departments and authorities included in the executive branch of the State government, a summary is presented on the following pages, setting forth for each separate department, board, commission, etc., (1) the date of its establishment, (2) its principal functions, (3) location of its main office, (4) number of officials and employees, (5) title of the official, or composition of the board having control and direction, and (6) the method of choosing the officials exercising such control. In this summary the departments are classified according to their principal functions, as follows: —

- I. General administration.
- II. Military affairs.
- III. Protection of persons and property.
- IV. Protection of the public health.
- V. Regulation of public utilities.
- VI. Regulation of banking and insurance.
- VII. Regulation of manufacturing and mercantile enterprises.
- VIII. Regulation of professional occupations.
- IX. Development and regulation of highways and waterways.
- X. Development and conservation of natural resources.
- XI. Public education; collection and distribution of information.
- XII. Public recreation.
- XIII. Care of public charges.

SUMMARY OF STATE DEPARTMENTS, BOARDS, COM

NOTE.—The officials at the head of the first five departments in the summary are directly responsible to the Governor, the Governor and Council or the Legislature; and the officials at the charge of the preceding numbered department.

NAME OF DEPARTMENT, BOARD, INSTITUTION, ETC.	Principal Functions.
I. General Administration.	
1. Executive Department, .	<p>(a) <i>The Governor</i>: to pass upon all legislation enacted by the General Court; to call meetings of the Council; to command State militia; to issue warrants for payments from the treasury; to approve notes for money borrowed in anticipation of revenue; to issue precepts for certain special elections; to deliver to other States fugitives from justice and to demand of other States the return of such fugitives, etc.</p> <p>(b) <i>The Governor and Council</i>: to prorogue the General Court and to call it together in special session; to appoint State officials; to determine salaries of certain State officials and compensation of special boards and commissions; to consider proposals for the construction of armories; to inspect State buildings; to pass upon contracts for construction of State highways, contracts and leases by the Harbor and Land Commissioners, and by the Directors of the Port of Boston; to authorize all bond issues and all purchases and sales of bonds and other securities; to examine annually all official bonds and securities in the treasury; to approve rules and regulations adopted by various boards and commissions; to pardon persons convicted of crime; to approve official bonds of the Secretary, Treasurer and Auditor.</p>
2. Secretary of the Commonwealth.	<p>To have the custody of certain public records; to attest commissions of public officers; to exercise general charge of State printing; to provide blank books, etc., for the use of registrars of voters; to furnish nomination papers for use at State primaries, receive for filing all nomination papers, receive and canvass returns of votes at primaries, notify successful candidates; to provide for use at State elections a ballot box and counting apparatus for each polling place in every city and town, together with ballots, blank forms, instructions, etc.; to receive and transmit to Governor and Council certified copies of records of votes at each State election; to issue certificates of election to specified officials; to receive for filing statements of election expenses and to perform other duties connected with elections; to collect and tabulate vital statistics; to issue certificates of incorporation under general laws; to receive annual certificates of their condition from corporations, certificates of changes in capital stock or in name and other specified certificates; to receive and file trade-marks, etc.; to issue pedlers' licenses; and to receive numerous returns in addition to those mentioned.</p>
3. Treasurer and Receiver-General.	<p>To receive and pay out all moneys; to invest sinking funds and compute sinking fund requirements; to levy assessments on metropolitan districts; to care for Massachusetts School Fund, trust funds, etc.</p>
4. Auditor of the Commonwealth.	<p>To examine accounts and demands for payment against the State; to supervise and control accounts of other departments; to keep record of receipts and expenditures; to compile and publish estimates for appropriations; to measure the State printing.</p>
5. Attorney-General, . . .	<p>To represent the State in criminal and civil cases and to report annually thereon; to prosecute persons or corporations; to advise with district attorneys, Secretary, etc.; to assist the General Court in preparation of legislative documents; to render opinions on legal matters to the Governor and General Court.</p>

MISSIONS, INSTITUTIONS AND UNDERTAKINGS, 1914.

to the electorate; the officials at the head of all other departments designated by numbers are directly head of the departments or institutions designated by letters are directly responsible to the officials in

Date established.	Where located (if Several Branches, Main Office is given).	NUMBER OF OFFICIALS AND EMPLOYEES, JULY 1, 1914.		Title of Official or Composition of Board having Control and Direction.	By whom and for what Term elected or appointed.
		Un-paid.	Paid.		
1780	State House, Boston.	-	17	Governor.	Electorate, for one year.
1780	State House, Boston.	-	51	Secretary of the Commonwealth.	Electorate, for one year.
1780	State House, Boston.	-	19	Treasurer and Receiver-General.	Electorate, for one year.
1849	State House, Boston.	-	19	Auditor of the Commonwealth.	Electorate, for one year.
1780	State House, Boston.	-	15	Attorney-General.	Electorate, for one year.

SUMMARY OF STATE DEPARTMENTS, BOARDS, COMMISSIONS,

NAME OF DEPARTMENT, BOARD, INSTITUTION, ETC.	Principal Functions.
I. General Administration — Con.	
6. Commission on Economy and Efficiency.	To report on appropriation estimates; to make special examination of management or finances of any State department, institution, board, etc.; to report on the desirability of reorganization of departments, classification of employees, standardization of vacations, establishment of central purchasing agency and adoption of budget method of appropriating money.
7. Ballot Law Commission, .	To consider questions relating to nomination of State officers; to examine and pass upon voting machines, ballot boxes and counting apparatus, and to make regulations for their use.
8. Civil Service Commission, .	To regulate selection of persons to fill appointive positions in the government of the Commonwealth and of cities; to pass on appointments of heads of departments in city of Boston, and of other cities.
9. Board of Retirement, .	To carry out the provisions of the law which provides for the payment of a retirement pension to State employees.
10. Tax Commissioner and Commissioner of Corporations.	As <i>Tax Commissioner</i> : to fix taxes upon certain classes of corporations and upon inheritances; to establish the basis for the levy of State and county taxes; to supervise local assessors and collectors of taxes. As <i>Commissioner of Corporations</i> : to examine papers relating to the organization of corporations, changes in their capital stock, etc.; to receive annual reports of corporations; to pass upon issues of securities by certain classes of corporations.
11. Board of Appeals on Tax Decisions.	To hear and determine appeals from decisions of Tax Commissioner.
12. Commission on Taxation of Signs.	To consider the taxation of signs, etc., used for advertising, and report thereon to next General Court.
13. Commission on Liens, Mortgages, Tax Collectors' Deeds, and the Taking of Land for Taxes.	To recommend changes in the laws relative to liens for labor, etc., upon real estate and to mortgages; to codify laws relative to loans, mortgages, collectors' deeds and takings of land for taxes, etc.
14. Commission on Methods for Taking Land for Public Purposes.	To report on uniform methods and procedure for taking land for public purposes, including procedure for awarding damages and assessing costs.
15. Board of Publication, .	To determine the form and extent of annual and special reports and other publications of State departments.
16. Commissioner of Public Records.	To see that all State, county, city and town public records are safeguarded from loss by fire, theft or deterioration, and are in the hands of proper custodians.
17. Editor of Province Laws, .	To edit and superintend publication of the Province Laws.
18. Compiler of Changes in General Laws.	To prepare a table of changes in and an index of the general laws.

¹ Reorganized during latter part of legislative session and appointments made subsequent to July 1, 1914.

² The regular terms of appointment, which become effective upon completion of initial terms, are here given.

INSTITUTIONS AND UNDERTAKINGS, 1914 — *Continued.*

Date established.	Where located (if Several Branches, Main Office is given).	NUMBER OF OFFICIALS AND EMPLOYEES, JULY 1, 1914.		Title of Official or Composition of Board having Control and Direction.	By whom and for what Term elected or appointed.
		Un-paid.	Paid.		
1912	State House, Boston.	-	14 ¹	Commission of 3 members.	By Governor and Council for three years. ²
1896	Chairman, 73 Tremont Street, Boston.	-	3	Commission of 3 members.	By Governor and Council for three years.
1884	State House, Boston.	-	35	Commission of 3 members.	By Governor and Council for three years.
1911	State House, Boston.	3	5	Unpaid commission of 3 members.	One member elected by retirement association, one <i>ex officio</i> and one appointed by other two.
1890	State House, Boston.	-	60	Tax Commissioner.	By Governor and Council for three years.
1865	State House, Boston.	4	-	Unpaid board of 3 members.	Two members <i>ex officio</i> and one member of the Council designated by the Governor.
1914	No regular office assigned.	4	-	Unpaid board of 4 members.	Ex officis.
1914	No regular office assigned.	-	3 ²	Commission of 3 members.	By the Governor and Council.
1914	No regular office assigned.	3	-	Unpaid commission of 3 members.	Ex officis.
1902	State House, Boston.	3	-	Unpaid board of 3 members.	By Governor and Council from different branches of service for three years.
1892	State House, Boston.	-	2	Commissioner.	By Governor and Council for three years.
1865	State House, Boston.	-	4	Editor.	By Governor and Council for indefinite term.
1882	722 Tremont Building, Boston.	-	1	Compiler.	By Governor annually.

¹ Established during latter part of legislative session, and appointments made subsequent to July 1, 1914.

SUMMARY OF STATE DEPARTMENTS, BOARDS, COMMISSIONS,

NAME OF DEPARTMENT, BOARD, INSTITUTION, ETC.	Principal Functions.
I. General Administration — Con.	
19. Commission on Uniformity of Legislation.	To promote greater uniformity of legislation among the States.
20. Sergeant-at-Arms' Department.	To serve processes and execute orders enjoined upon him by the General Court, attend members or clerks charged with a message from one branch to the other or to the Governor, and preserve order during sessions. To care for and have charge of the State House and State offices in other buildings.
21. State House Commission, .	To direct and control expenditure of appropriations for furniture and fixtures to be used in the State House or in State offices in other buildings, exclusive of State institutions.
22. Art Commission, . . .	To advise regarding the acquisition, erection, etc., of works of art in or on the property of the Commonwealth, and regarding the artistic character of buildings erected or remodeled by the Commonwealth or on land owned by the Commonwealth.
23. State House Building Commission.	To construct additions to the State House as provided by statute.
24. Controller of County Accounts.	To prescribe, systematize and examine county accounts; to examine bonds of county officers; to prepare and furnish forms for certain county reports; to report to General Court the annual estimates of county receipts and expenditures.
25. Board of Panama-Pacific Managers.	To exhibit the resources, products and general development of the Commonwealth at the Panama-Pacific Exposition, 1915.
II. Military Affairs.	
26. Adjutant-General's Department.	To distribute all orders from Governor as commander-in-chief; to execute orders from the commander-in-chief relative to perfecting the system of military discipline established by federal and State laws; to receive officers' returns on the condition of the militia and report annually thereon to the Governor and Secretary of War; to prosecute soldiers' claims; to have the custody of old military records.
27. Quartermaster's Department.	To arm, equip and transport Massachusetts troops and maintain armories.
28. The Medical Department, .	To safeguard health of militia; make physical examination of officers and men; care of United States medical equipment issued to the Commonwealth; examine applicants for State aid and admission to soldiers' homes.
29. Armory Commission, . . .	To construct armories; to purchase or lease land suitable for drill grounds and target ranges.
30. Bureau of War Records, .	To compile and publish a complete roster of Massachusetts men in United States service during the civil war.
31. Commissioner of State Aid and Pensions.	To administer the law providing aid for Massachusetts citizens who served in the civil and Spanish wars, certain dependent relatives of such men, and women who served as army nurses; to prepare pension, bounty and back pay claims of Massachusetts citizens against the United States government.
32. Commission on Gratuities, .	To act upon applications for gratuities to veteran soldiers and sailors.

INSTITUTIONS AND UNDERTAKINGS, 1914 — *Continued.*

Date established.	Where located (if Several Branches, Main Office is given).	NUMBER OF OFFICIALS AND EMPLOYEES, JULY 1, 1914.		Title of Official or Composition of Board having Control and Direction.	By whom and for what Term elected or appointed.
		Un-paid.	Paid.		
1909	Chairman, 19 Congress Street, Boston.	3	-	Unpaid commission of 3 members.	By Governor and Council for not more than five years.
1835	State House, Boston.	-	157	Sergeant-at-Arms.	Elected by Legislature annually.
1857	State House, Boston.	4	-	Unpaid commission of 3 members.	Ex officio.
1910	Secretary, Ipswich Street, Boston.	5	-	Unpaid commission of 5 members.	By Governor and Council for five years.
1913	State House, Boston.	-	6	Commission of 3 members.	By Governor and Council until work is completed.
1887	8 Beacon Street, Boston.	-	4	Controller.	By Governor and Council for three years.
1912	73 Tremont Street, Boston.	5	4	Unpaid board of 5 members.	By Governor and Council until work is completed.
1781	State House, Boston.	-	17	Adjutant-General.	By Governor for one year.
1907	State House, Boston.	-	73	Quartermaster-General.	By Governor for five years.
1861	State House, Boston.	-	3	Surgeon-General.	By Governor for five years.
1888	Secretary, 1336 Massachusetts Avenue, Cambridge.	1	3	Commission of 3 members.	Two members <i>ex officio</i> , and colonel of a regiment appointed by Governor.
1899	State House, Boston.	1	8	Commissioner.	Ex officio.
1902	State House, Boston.	-	9	Commissioner.	By Governor and Council for three years.
1912	State House, Boston.	-	3	Commission of 3 members.	Ex officio.

SUMMARY OF STATE DEPARTMENTS, BOARDS, COMMISSIONS,

NAME OF DEPARTMENT, BOARD, INSTITUTION, ETC.	Principal Functions.
III. Protection of Persons and Property.	
33. District Police, . . .	<p><i>Chief:</i> to approve Sunday entertainments; to receive and dispose of confiscated liquors and weapons; to license theatres and public halls; to grant permits for moving pictures and to assistant operators of moving-picture machines.</p> <p><i>Detective Department:</i> to enforce criminal laws, laws regulating storage and sale of explosives, fireworks, etc., laws regulating fisheries, and other laws applying to public waters.</p> <p><i>Building Department:</i> to enforce laws regulating construction of certain buildings and erection and use of moving-picture machines; to examine and license moving-picture operators.</p> <p><i>Boiler Inspection Department:</i> to inspect steam boilers and air tanks; to examine and license engineers and firemen, and operators of hoisting machinery not run by steam.</p> <p>All departments subject to call for police duty.</p>
34. Board of Boiler Rules, . . .	To formulate rules for construction, installation and inspection of steam boilers; to hold hearings on petitions for changes in rules; to prescribe regulations of operation of air-tanks, etc.
35. Commission on Building Regulations.	To investigate building laws and regulations of State, cities and towns, in order to establish uniformity in general requirements, and report to General Court, with drafts of acts.
36. Fire Prevention Commissioner for the Metropolitan District.	To provide for more effective prevention of fires throughout 22 specified cities and towns of the metropolitan district and such other cities and towns as may accept the provisions of the statute creating this office.
37. Firemen's Relief Fund Commission.	To administer fund for relief of firemen injured, and of the families of firemen killed, in performance of duty, and to pass upon claims for such relief.
38. Commissioners of Wrecks and Shipwrecked Goods.	To take charge of wrecks and shipwrecked goods and hold them for the owner, and to sell all or part if necessary.
IV. Protection of the Public Health.	
39. State Department of Health,	To make rules and regulations; to issue publications about health matters; to distribute antitoxins, etc.; to inspect samples of food and drugs and prosecute violations of the pure food and drug law; to investigate water supplies and sewerage and drainage systems; to advise concerning the sanitary conditions of public institutions; to inspect dairies, slaughter houses and cold-storage warehouses; and to license plumbers.
40. Metropolitan Water and Sewerage Board.	To construct, maintain and operate water works and sewerage systems for cities and towns of the metropolitan district.
41. Joint Board on Admission of Reading to North Metropolitan Sewerage District.	To report to next General Court on expediency and cost of adding Reading to metropolitan sewerage district, etc.
42. Joint Board on Disposal of Sewage in Lynn.	To prepare plans and to report to the next General Court on various methods of sewage disposal for Lynn.
43. Joint Board to investigate South Bay, Boston Harbor.	To report to next General Court on methods and cost of preventing nuisance now existing in South Bay in Boston harbor.
44. Homestead Commission, . .	To study building and tenement house laws, investigate defective housing conditions, and assist local planning boards.

¹ Established during latter part of legislative session, and appointment made subsequent to July 1, 1914.

INSTITUTIONS AND UNDERTAKINGS, 1914 — *Continued.*

Date established.	Where located (if Several Branches, Main Office is given).	NUMBER OF OFFICIALS AND EMPLOYEES, JULY 1, 1914.		Title of Official or Composition of Board having Control and Direction.	By whom and for what Term elected or appointed.
		Un-paid.	Paid.		
1879	State House, Boston.	-	108	Chief.	By Governor indefinitely.
1907	State House, Boston.	2	6	Board of 5 members.	Four members appointed by Governor and Council for three years and one member <i>ex officio</i> .
1913	State House, Boston.	5	-	Unpaid board of five members.	By Governor and Council until completion of work.
1914	1 Beacon Street, Boston.	-	1 ¹	Commissioner.	By Governor and Council for three years.
1880	Chairman, Lynn, Mass.	6	-	Unpaid board of 5 members.	Three members appointed by Governor and Council for three years, and 2 elected by State Firemen's Association.
1887	Various seacoast cities and towns.	-	9	Nine individual commissioners (not a board).	By Governor and Council, indefinitely.
1880	State House, Boston.	-	105 ²	Commissioner and council of 6 members.	By Governor and Council: commissioner for five years, council for three years.
1901	1 Ashburton Place, Boston.	-	508	Board of 3 members.	By Governor and Council for three years.
1914	No regular office assigned.	4	-	Unpaid board of 10 members.	<i>Ex officio</i> until completion of work.
1914	No regular office assigned.	6	-	Unpaid board of 12 members.	<i>Ex officio</i> until completion of work.
1914	No regular office assigned.	5	-	Unpaid board of 11 members.	<i>Ex officio</i> until completion of work.
- ³	31 Beacon Street, Boston.	9	1	Unpaid board of 9 members.	Five members appointed by Governor and Council for three years, and 4 members <i>ex officio</i> .

² Reorganized, 1914.³ Temporarily, 1911; permanently, 1913.

SUMMARY OF STATE DEPARTMENTS, BOARDS, COMMISSIONS,

NAME OF DEPARTMENT, BOARD, INSTITUTION, ETC.	Principal Functions.
V. Regulation of Public Utilities.	
45. Public Service Commission,	To regulate and generally to supervise steam and electric railroads, street railways, steamboat lines, telephone and telegraph companies, and the operation of appliances, facilities and equipment utilized in connection with the service of all such public utilities.
46. Commission on Transportation Facilities in the Five Western Counties, etc.	To report to the next General Court on the development of transportation facilities, the utilization of agricultural opportunities, the diminution of population, and the decline of industries in the five western counties of the State; to report on a State plan of agricultural credit.
47. Board of Gas and Electric Light Commissioners.	To supervise and regulate gas and electric light companies, water companies and municipal lighting plants; to inspect gas and gas meters; to examine and test electric meters; to abate smoke nuisance in Boston, Cambridge, Somerville, Everett, Chelsea and Brookline.
VI. Regulation of Banking and Insurance.	
48. Bank Commissioner, . . .	To examine and supervise State banking institutions and credit unions; to examine State Treasurer's department semi-annually.
49. Board of Bank Incorporation.	To hear and pass upon all applications for the establishment of domestic banking corporations, trust departments of trust companies, and for changing names of banking institutions incorporated in Massachusetts.
50. Trustees, General Insurance Guaranty Fund.	<i>Trustees:</i> to hold in trust funds to guarantee insurance policies issued by savings banks; to assist insurance banks in encouraging agencies.
	<i>State Actuary:</i> to perform work of insurance actuary for insurance banks.
	<i>Medical Director:</i> to pass upon all applications for insurance.
51. Supervisor of Loan Agencies,	To enforce laws regulating the making of loans of less than \$300, and to license agencies making such loans.
52. Insurance Commissioner, . .	To supervise insurance companies, fraternal societies, insurance departments of savings banks, and retirement associations for employees of the Commonwealth and of counties, and for teachers; to pass on qualifications of insurance agents and brokers, and issue licenses to them; to determine sufficiency of rates for workmen's compensation insurance.
53. Board of Appeal on Fire Insurance Rates.	To hear and determine complaints against ratings by fire insurance companies or boards of fire underwriters.
54. Commission on Question of Monopoly and Rates in Insurance.	To investigate insurance companies with a view to determine whether a monopoly or combination exists and whether rates are reasonable, and to what extent government regulation of rates is desirable.
VII. Regulation of Manufacturing and Mercantile Affairs.	
55. Board of Labor and Industries.	To investigate industrial conditions; to enforce laws relating to the employment of labor and of women and minors, the inspection and licensing of buildings used for industrial purposes and of employees; to institute proceedings in prosecution of violations of these laws.

¹ The regular terms of appointment, which become effective upon completion of initial terms, are here given.

INSTITUTIONS AND UNDERTAKINGS, 1914 — *Continued.*

Date established.	Where located (if Several Branches, Main Office is given).	NUMBER OF OFFICIALS AND EMPLOYEES, JULY 1, 1914.		Title of Official or Composition of Board having Control and Direction.	By whom and for what Term elected or appointed.
		Unpaid.	Paid.		
1913	1 Beacon Street, Boston.	-	44	Commission of 5 members.	By Governor and Council for five years. ¹
1914	No regular office assigned.	-	5 ²	Commission of 5 members.	By Governor and Council until completion of work.
1885	15 Ashburton Place, Boston.	-	19	Board of 3 members.	By Governor and Council for three years.
1838	State House, Boston.	-	50	Commissioner.	By Governor and Council for three years.
1906	State House, Boston.	4	-	Unpaid board of 3 members.	Ex officio.
1907	161 Devonshire Street, Boston.	7	9	Unpaid board of 7 members.	By Governor and Council for seven years.
1911	6 Park Street, Boston.	-	5	Supervisor.	By Governor and Council for three years.
1855	State House, Boston.	-	63	Commissioner.	By Governor and Council for three years.
1911	State House, Boston.	1	2	Board of 3 members.	Insurance Commissioner or a special deputy <i>ex officio</i> and 2 members appointed by Governor and Council for three years.
1914	No regular office assigned.	3	-	Unpaid board of 3 members.	Two members appointed by Governor and 1 <i>ex officio</i> .
1913	1 Beacon Street, Boston.	-	54	Board of 5 members.	By Governor and Council for five years. ¹

² Established during latter part of legislative session, and appointments made subsequent to July 1, 1914.

SUMMARY OF STATE DEPARTMENTS, BOARDS, COMMISSIONS,

NAME OF DEPARTMENT, BOARD, INSTITUTION, ETC.	Principal Functions.
VII. Regulation of Manufacturing and Mercantile Affairs — Con.	
56. Industrial Accident Board,	To enforce the laws regarding the compensation of employees for injuries received in the course of their employment.
57. Joint Board, Prevention Industrial Accidents and Diseases.	To investigate employments and places of employment; to determine necessary safety devices or other requirements, and make rules and regulations for prevention of industrial accidents and diseases.
58. Board of Conciliation and Arbitration.	To mediate in and arbitrate industrial disputes; to investigate and report upon such disputes.
59. Minimum Wage Commission.	Investigation of wages of women and minors; formation of boards to recommend scales of wages in low-paid industries.
60. Commissioner of Weights and Measures.	To make quinquennial inspections of standards in cities and towns; to examine and instruct newly appointed local sealers; to examine the work and equipment of local sealers; to test taxicab meters; to institute, investigate and prosecute complaints of use of false weights and measures.
61. Commission on Public Regulation of Ice Business.	To report to next General Court on placing ice business under State supervision and control, and on permitting electric light and power companies to manufacture and sell ice.
VIII. Regulation of Professional Occupations.	
62. Board of Registration in Medicine.	To examine persons desiring to practice medicine in the Commonwealth; to issue certificates to successful candidates; to investigate complaints of irregularities in medical practice, and records of physicians convicted of crime in connection with such practice; to revoke certificates for cause.
63. Board of Registration in Dentistry.	To examine persons desiring to practice dentistry in the Commonwealth and to issue certificates to successful candidates.
64. Board of Registration in Pharmacy.	To examine applicants for registration as pharmacists and issue certificates of registration; to investigate complaints for violations of law; to suspend and revoke certificates for cause.
65. Board of Registration in Optometry.	To examine applicants for registration as optometrists; to register those qualified; to revoke certificates of registration for cause.
66. Board of Registration of Nurses.	To examine applicants for registration as nurses; to register those qualified; to investigate complaints of violations of law.
67. Board of Registration in Embalming.	To regulate practice of embalming within the Commonwealth; to examine applicants for registration as embalmers and to certify those qualified; to investigate complaints of violations of law.
68. Board of Registration in Veterinary Medicine.	To examine persons desiring to practice veterinary medicine; to certify those qualified; to investigate complaints of violations of law; to revoke certificates of registration for cause.
IX. Development and Regulation of Highways and Waterways.	
69. Massachusetts Highway Commission.	To construct and maintain State highways and certain other highways; to register motor vehicles, license operators thereof, and investigate accidents connected therewith; and to review local ordinances regulating the operation of such vehicles.

¹ The regular terms of appointment, which become effective upon completion of initial terms, are here given.

INSTITUTIONS AND UNDERTAKINGS, 1914 — *Continued.*

Date established.	Where located (if Several Branches, Main Office is given).	NUMBER OF OFFICIALS AND EMPLOYEES, JULY 1, 1914.		Title of Official or Composition of Board having Control and Direction.	By whom and for what Term elected or appointed.
		Un-paid.	Paid.		
1912	1 Beacon Street, Boston.	-	51	Board of 5 members.	By Governor and Council for five years. ¹
1913	1 Beacon Street, Boston.	11	-	Unpaid board of 10 members.	Ex officis.
1886	State House, Boston.	-	6	Board of 3 members.	By Governor and Council for three years.
1913	1 Beacon Street, Boston.	-	10	Commission of 3 members.	By Governor and Council for three years. ¹
1907	State House, Boston.	-	9	Commissioner.	By Governor and Council for three years.
1914	No regular office assigned.	9	-	Unpaid board of 9 members.	Ex officis.
1894	State House, Boston.	-	8	Board of 7 members.	By Governor and Council for seven years.
1887	Haverhill, Mass.	-	5	Board of 5 members.	By Governor and Council for three years.
1886	State House, Boston.	-	8	Board of 5 members.	By Governor and Council for five years.
1912	149 Tremont Street, Boston.	-	5	Board of 5 members.	By Governor and Council for five years. ¹
1910	State House, Boston.	-	5	Board of 5 members.	Four members appointed by Governor and Council for four years, 1 <i>ex officio</i> .
1906	Secretary, 5 Somerset Street, Boston.	-	4	Board of 3 members.	By Governor and Council for three years.
1904	Secretary, Gloucester, Mass.	-	6	Board of 5 members.	By Governor and Council for five years.
1898	15 Ashburton Place, Boston.	-	776	Commission of 3 members.	By Governor and Council for three years.

SUMMARY OF STATE DEPARTMENTS, BOARDS, COMMISSIONS,

NAME OF DEPARTMENT, BOARD, INSTITUTION, ETC.	Principal Functions.
IX. Development and Regulation of Highways and Waterways — Con.	
70. Harbor and Land Commission.	To locate and mark boundaries of the Commonwealth and of towns; to administer water-front property of the Commonwealth outside of the port of Boston, including the province lands at Provincetown; to regulate the use of harbors and tidewaters and tidal flats; to maintain and improve harbors and channels; to compel removal of obstructions to navigation; to regulate in certain respects structures on the Connecticut River and great ponds; to keep maps, charts, etc., of waters and land in its charge.
71. Directors of the Port of Boston.	To develop and administer for commercial purposes the port of Boston; to manage water-front property of the Commonwealth within the port; to license and supervise work by private interests in tidewaters within the port.
X. Development and Conservation of Natural Resources.	
72. State Board of Agriculture (quasi-State board).	To encourage agriculture, orcharding, dairying, poultry raising, bee-keeping and the nursery business; to protect useful birds; to disseminate useful information among farmers, etc.; to enforce laws regarding adulteration of butter and oleomargarine; to reclaim wet lands.
73. Joint Board for Reclamation of Wet Lands.	To acquire, drain, and reclaim tracts of wet lands, except salt marshes; to cultivate such lands for not less than two consecutive seasons and thereafter to offer them for sale.
74. Commissioner of Animal Industry.	To prevent and suppress contagious and infectious diseases among domestic animals.
75. State Forester, . . .	To carry on general forestry work, including reforestation, examination of wood lots, advising owners of woodland, etc.; to suppress gypsy and brown-tail moths and other injurious insects; to prevent forest fires.
76. State Forest Commission, .	To acquire and hold land suitable for timber cultivation.
77. Commission on Fisheries and Game.	To enforce laws relative to inland fisheries, closed seasons established for killing certain animals and birds, pollution of public waters, etc.; to conduct scientific investigations on fisheries and game.
XI. Public Education; Collection and Distribution of Information.	
78. State Board of Education, . (a) Framingham Normal School. (b) Westfield Normal School, (c) Bridgewater Normal School. (d) Salem Normal School, .	To supervise and direct public education; to control State normal schools; to collect school statistics; to approve high schools receiving State aid; to grant certificates to teachers seeking positions in certain schools. To train students for teaching the first six grades of the public schools and as instructors in household arts; and as dietitians in private schools. To train students for teaching in first six grades of public schools. To train students for teaching in public graded schools. To train students for teaching in elementary schools and commercial courses in high schools.

¹ Reorganized, 1914.² The regular terms of appointment, which become effective upon completion of initial terms, are here given.

INSTITUTIONS AND UNDERTAKINGS, 1914 — *Continued.*

Date established.	Where located (if Several Branches, Main Office is given).	NUMBER OF OFFICIALS AND EMPLOYEES, JULY 1, 1914.		Title of Official or Composition of Board having Control and Direction.	By whom and for what Term elected or appointed.
		Unpaid.	Paid.		
1879	State House, Boston.	-	36	Commission of 3 members.	By Governor and Council for three years.
1911	40 Central Street, Boston.	-	122 ¹	Board of 3 members.	By Governor and Council for three years. ²
1863	State House, Boston.	42	26	Unpaid board of 45 members.	Three members are appointed by Governor and Council for three years, 35 by incorporated societies and 7 <i>ex officio</i> .
1913	State House, Boston.	52	-	Unpaid board of 52 members.	Ex officio.
1912	State House, Boston.	-	21	Commissioner.	By Governor and Council for three years.
1904	6 Beacon Street, Boston.	-	80	State Forester.	By Governor and Council for indefinite term.
1914	No regular office assigned.	3	- ³	Unpaid board of 3 members.	Two members are appointed by Governor and Council for six years and 1 <i>ex officio</i> . ²
1866	State House, Boston.	-	86	Commission of 3 members.	By Governor and Council for five years.
1837	15 Ashburton Place, Boston.	9	23	Unpaid board of 9 members.	By Governor and Council for three years.
1890	Framingham, Mass.	-	45	-	-
1839	Westfield, Mass.	-	28	-	-
1840	Bridgewater, Mass.	-	83	-	-
1854	Salem, Mass.	-	23	-	-

¹ Established during latter part of the legislative session, and appointments made subsequent to July 1, 1914.

SUMMARY OF STATE DEPARTMENTS, BOARDS, COMMISSIONS,

NAME OF DEPARTMENT, BOARD, INSTITUTION, ETC.	Principal Functions.
XI. Public Education; Col- lection and Distribu- tion of Information— Con.	
78. State Board of Education— Con.	
(e) Massachusetts Normal Art School.	To train students for teaching industrial and practical arts, and for industrial designing, modelling and drafting.
(f) Worcester Normal School.	To train students for teaching in first six grades of public schools, in rural schools and in kindergartens; to give instruction in play- ground supervision.
(g) Fitchburg Normal School.	To train students for teaching in public graded schools, also for teaching practical arts and music.
(h) North Adams Normal School.	To train students for teaching in elementary schools.
(i) Hyannis Normal School.	To train students for teaching in the first nine grades of the public schools, and to hold a summer session for normal and public school principals and teachers.
(j) Lowell Normal School.	To train students for teaching in first six grades of public schools.
79. Teachers' Retirement Board.	To direct accumulation and expenditure of fund for retirement of teachers in the public schools.
80. Massachusetts Agricultural College (quasi-State in- stitution).	To teach agriculture and related subjects by resident instruction and by extension courses; also, to teach general subjects, including modern languages, literature, history, economics, etc.; to admin- ister laws relative to analysis and sale of fertilisers and manufac- tured foods for live stock; to conduct experiments in agriculture and allied subjects.
81. Massachusetts Nautical School.	To train young men in seamanship, navigation and marine engi- neering.
82. State Library.	To provide a reference library for State officials and the General Court.
83. Free Public Library Com- mission.	To promote establishment and efficiency of free public libraries; to aid public libraries in small towns; to provide for certain educa- tional work for aliens.
84. Bureau of Statistics.	To collect and publish statistics relating to labor, manufactures, finances of cities and towns; to certify town and district notes; to install and audit accounts in cities and towns; to maintain free employment bureaus; to take certain censuses.
XII. Public Recreation. 85. Metropolitan Park Commis- sion.	To acquire, lay out and maintain for public use reservations and park- ways in the metropolitan district; to police such reservations; to provide accommodations for boating and bathing on its reserva- tions; to make regulations governing the public use of the Charles River, Neponset River and Mystic River within the park districts, and of ponds and other waters along which it holds abutting land for public use.
86. Mount Greylock State Res- ervation.	To care for and maintain State reservation on Greylock Mountain.
87. Mount Wachusett State Reservation.	To care for and maintain State reservation on Wachusett Mountain.
88. Mount Tom Reservation (quasi-State Commission).	To care for and maintain State reservation on Mount Tom.
89. Deer Hill Reservation (quasi-State Commission).	To care for and maintain reservation on Deer Hill.

INSTITUTIONS AND UNDERTAKINGS, 1914 — *Continued.*

Date estab- lished.	Where located (If Several Branches, Main Office is given).	NUMBER OF OFFICIALS AND EMPLOYEES, JULY 1, 1914.		Title of Official or Composition of Board having Control and Direction.	By whom and for what Term elected or appointed.
		Un- paid.	Paid.		
1873	Boston, Mass.	-	30	- -	- -
1874	Worcester, Mass.	-	35	- -	- -
1896	Fitchburg, Mass.	-	39	- -	- -
1897	North Adams, Mass.	-	43	- -	- -
1897	Hyannis, Mass.	-	25	- -	- -
1897	Lowell, Mass.	-	43	- -	- -
1913	15 Ashburton Place, Boston.	3	2	Unpaid board of 3 mem- bers (to be increased to 7).	Present members <i>ex</i> <i>officio</i> .
1867	Amherst, Mass.	18	156	Unpaid board of 18 mem- bers.	Fourteen members ap- pointed by Governor and Council for terms of seven years, and 4 <i>ex officio</i> .
1891	2A Park Street, Boston.	3	36	Unpaid board of 3 mem- bers.	By Governor and Coun- cil for three years.
1826	State House, Boston.	5	12	Unpaid commission of 5 members.	Three members ap- pointed by Governor and Council for three years, and 2 <i>ex officio</i> .
1890	State House, Boston.	5	3	Unpaid commission of 5 members.	By Governor and Coun- cil for five years.
1869	State House, Boston.	-	112	Director.	By Governor and Coun- cil for three years.
1893	14 Beacon Street, Bos- ton.	-	837	Commission of 5 mem- bers.	By Governor and Coun- cil for five years.
1896	Chairman, Pittsfield, Mass.	3	-	Unpaid commission of 3 members.	By Governor and Coun- cil for six years.
1899	Chairman, Lancaster, Mass.	3	-	Unpaid commission of 3 members.	By Governor and Coun- cil for six years.
1893	Springfield or North- ampton, Mass.	6	-	Unpaid commission of 6 members.	Ex officio.
1897	Chairman, Northamp- ton, Mass.	3	-	Unpaid commission of 3 members.	Ex officio.

SUMMARY OF STATE DEPARTMENTS, BOARDS, COMMISSIONS,

NAME OF DEPARTMENT, BOARD, INSTITUTION, ETC.	Principal Functions.
XII. Public Recreation — Con. 90. Mount Sugar Loaf Reservation (quasi-State commission). 91. Mount Everett State Reservation.	To care for and maintain State reservation on Mount Sugar Loaf. To care for and maintain State reservation on Mount Everett.
XIII. Care of Public Charges. 92. State Board of Charity, (a) Penikese Hospital, 93. Trustees, State Infirmiry and State Farm. (a) State Infirmiry, (b) State Farm, 94. Trustees, Massachusetts Training Schools. (a) Lyman School for Boys, (b) Industrial School for Boys, (c) Industrial School for Girls, (d) Boys' Parole Department. (e) Girls' Parole Department. 95. Trustees, Hospitals for Consumptives. (a) Rutland State Sanatorium. (b) North Reading State Sanatorium. (c) Lakeville State Sanatorium. (d) Westfield State Sanatorium. 96. Norfolk State Hospital, 97. Massachusetts Hospital School. 98. State Board of Insanity,	To supervise and inspect State charitable institutions; to visit and inspect county training schools and local almshouses; to direct local poor relief of persons without settlements; to maintain and care for delinquent, dependent and neglected children committed to it; to investigate incorporation of private charities and to inspect such charities; to investigate settlements of paupers seeking State aid; to execute laws concerning abandoned infants and infant boarding houses; to license and supervise lying-in hospitals. To treat and hold in custody persons afflicted with leprosy. To control and direct the State Infirmiry and State Farm. To care for and treat sick, disabled and insane State paupers. To care for State paupers; to hold in custody persons committed for minor offences and insane male criminals. To control and direct work of three training schools for juvenile delinquents and two probation departments for children on parole from the schools. To hold in custody, care for and instruct delinquent boys under fifteen. To hold in custody and instruct delinquent boys between fifteen and eighteen at time of commitment. To hold in custody and instruct delinquent and wayward girls. To place in families boys paroled from Lyman and Industrial Schools and to watch their conduct while on parole. To place in families girls paroled from Industrial School, and to watch their conduct while on parole. To control and direct the four State sanatoria; to inspect tuberculosis hospitals applying for State subsidy; to carry on after-care work for discharged patients. To care for and treat persons having pulmonary tuberculosis. To care for and treat persons having pulmonary tuberculosis. To care for and treat persons having pulmonary tuberculosis. To care for and treat persons having pulmonary tuberculosis. To care for and treat inebriates and drug habitués. To care for, educate and treat crippled and deformed children. To exercise control in most respects over State institutions for insane, epileptic and feeble-minded persons, and to supervise and inspect private institutions for care and custody of insane, epileptic and feeble-minded persons.

¹ Not including over 200 auxiliary visitors.² Reorganized during latter part of legislative session, and appointments made subsequent to July 1, 1914.

INSTITUTIONS AND UNDERTAKINGS, 1914 — *Continued.*

Date established.	Where located (if Several Branches, Main Office is given).	NUMBER OF OFFICIALS AND EMPLOYEES, JULY 1, 1914.		Title of Official or Composition of Board having Control and Direction.	By whom and for what Term elected or appointed.
		Un-paid.	Paid.		
1907	Chairman, Greenfield, Mass.	3	-	Unpaid commission of 3 members.	Ex officio.
1908	Chairman, Great Barrington, Mass.	3	-	Unpaid commission of 3 members.	By Governor and Council for six years.
1898	State House, Boston.	9 ¹	158	Unpaid board of 9 members.	By Governor and Council for five years.
1906	Penikese Island.	-	10	-	-
1894	Secretary, Brookline, Mass.	7	-	Unpaid board of 7 members.	By Governor and Council for three years.
1854	Tewksbury, Mass.	-	378	-	-
1854	Bridgewater, Mass.	-	206	-	-
1911	274 Boylston Street, Boston, Mass.	9	2	Unpaid board of 9 members.	By Governor and Council for five years.
1848	Westborough, Mass.	-	84	-	-
1909	Shirley, Mass.	-	51	-	-
1856	Lancaster, Mass.	-	67	-	-
1895	Lyman School for Boys, Westborough, Mass.	-	8	-	-
1900	274 Boylston Street, Boston.	-	14	-	-
1907	3 Joy Street, Boston.	7	6	Unpaid board of 7 members.	By Governor and Council for five years.
1898	Rutland, Mass.	-	247	-	-
1909	North Reading, Mass.	-	81	-	-
1910	Lakeville, Mass.	-	76	-	-
1910	Westfield, Mass.	-	94	-	-
1911	Norfolk, Mass.	7	73	Unpaid board of 7 members.	By Governor and Council for seven years.
1907	Canton, Mass.	5	89	Unpaid board of 5 members.	By Governor and Council for five years.
1898	State House, Boston.	-	28 ¹	Board of 3 members.	By Governor for three years. ¹

¹ The regular terms of appointment which become effective upon completion of initial terms are given here.

SUMMARY OF STATE DEPARTMENTS, BOARDS, COMMISSIONS,

NAME OF DEPARTMENT, BOARD, INSTITUTION, ETC.	Principal Functions.
<p>XIII. Care of Public Charges — Con.</p> <p>98. State Board of Insanity— Con.</p> <p>(a) Worcester State Hospital, (b) Boston State Hospital, .</p> <p>(c) Taunton State Hospital, (d) Northampton State Hospital, (e) Danvers State Hospital, (f) Westborough State Hospital, (g) Foxborough State Hospital, (h) Medfield State Hospital, (i) Worcester State Asylum, (j) Gardner State Colony, . (k) Monson State Hospital, (l) Massachusetts School for Feeble-minded (quasi-State department). (m) Wrentham State School,</p> <p>99. Commission for the Blind, .</p> <p>100. Prison Commissioners, .</p> <p>(a) State Prison, (b) Massachusetts Reformatory. (c) Reformatory for Women, (d) Prison Camp and Hospital.</p> <p>101. Board of Parole for State Prison and Massachusetts Reformatory.</p> <p>102. Board of Parole for Reformatory for Women.</p>	
	<p>To care for, control and treat committed insane. To care for, control and treat committed insane persons, resident in Boston for ten years. Psychopathic Department: to conduct scientific study and research work as to the causes and treatment of insanity.</p> <p>To care for, control and treat committed insane, and female inebriates and drug habitués. To care for, control and treat committed insane.</p> <p>To care for, control and treat committed insane.</p> <p>To care for, control and treat, on homeopathic principles, committed insane and female inebriates and drug habitués. To care for, control and treat committed insane.</p> <p>To care for, control and treat committed insane.</p> <p>To care for, control and treat insane transferred from hospitals.</p> <p>To care for, control and treat insane transferred from hospitals.</p> <p>To treat and care for epileptics.</p> <p>To care for and control feeble-minded persons.</p> <p>To care for and control feeble-minded persons.</p> <p>To maintain bureaus of information and employment for blind workers; to operate workshops and salesrooms; to carry on field work for the prevention of blindness; to keep a register of the blind within the State and to investigate their condition.</p> <p>To control and direct four penal institutions; to release and transfer prisoners; to prepare data for parole board; to visit and inspect all prisons, reformatories, jails and houses of correction; to aid released prisoners; to return to institutions prisoners who violate paroles; to pass upon expenditures for industries in county prisons, jails, etc. To hold in custody convicted male felons sentenced to hard labor.</p> <p>To hold in custody male criminals under forty years of age.</p> <p>To hold in custody women convicted of crime in courts of Commonwealth.</p> <p>Camp Section: to employ prisoners for reclaiming waste lands. Hospital Section: to segregate and care for tubercular prisoners.</p> <p>To recommend to the Prison Commission the granting of permits to be at liberty from the State Prison and Reformatory; to advise the Governor as to the granting of pardons.</p> <p>To recommend to the Prison Commission the granting of permits to be at liberty from the Reformatory for Women.</p>

¹ Institution largely controlled by State Board of Insanity, but has a local board of 7 trustees appointed by Governor and Council for seven years.

² The regular terms of appointment which become effective upon completion of initial terms are given here.

INSTITUTIONS AND UNDERTAKINGS, 1914 — *Concluded.*

Date established.	Where located (if Several Branches, Main Office is given).	NUMBER OF OFFICIALS AND EMPLOYEES, JULY 1, 1914.		Title of Official or Composition of Board having Control and Direction.	By whom and for what Term elected or appointed.
		Un-paid.	Paid.		
1833	Worcester, Mass.	7	390	- -	- -1
1806	Boston (Dorchester), Mass.	7	428	- -	- -1, 2
1854	Taunton, Mass.	7	284	- -	- -1
1866	Northampton, Mass.	7	185	- -	- -1
1878	Danvers, Mass.	7	325	- -	- -1
1886	Westborough, Mass.	7	365	- -	- -1
1893	Foxborough, Mass.	7	82	- -	- -1, 2
1896	Medfield, Mass.	7	380	- -	- -1
1877	Worcester, Mass.	-	345	- -	- -3
1902	Gardner, Mass.	7	164	- -	- -1
1898	Monson, Mass.	7	228	- -	- -1
1848	Waltham, Mass.	12	308	- -	- -4
1907	Wrentham, Mass.	7	97	- -	- -1
1906	Park Street, Boston.	5	30	Unpaid commission of 5 members.	By Governor and Council for five years.
1901	State House, Boston.	4	14	Commission of 5 members.	By Governor and Council for five years.
1785	Boston (Charlestown), Mass.	-	92	- -	- -
1884	Concord, Mass.	-	131	- -	- -
1877	Sherborn, Mass.	-	52	- -	- -
1904	West Rutland, Mass.	-	34	- -	- -
1913	State House, Boston.	-	8	Board of 5 members.	Three members appointed by Governor and Council for three years; 2 members <i>ex officio</i> . ²
1913	State House, Boston.	1	3	Board of 3 members.	<i>Ex officio</i> .

² Same board of trustees as for Worcester State Hospital.³ Institution largely controlled by State Board of Insanity, but has a local board of 12 trustees, 6 of whom are appointed by the Governor and Council and 6 by the corporation of the institution.

III. CENTRAL CONTROL AND SUPERVISION OF STATE DEPARTMENTS.

The administrative departments of the State government are controlled to some extent by the Governor and Council, the Auditor, the Civil Service Commission, the Board of Retirement, the Board of Publication, the Commissioner of Public Records, and the State House Commission acting with the sergeant-at-arms. In a few departments the civil service law does not apply, and in others certain officials are exempt from it, so that its operation is not universal. Certain authority over other departments is also vested in the Commission on Economy and Efficiency and in several boards controlling or supervising State institutions.

THE GOVERNOR AND COUNCIL.

Over the departments concerned with military matters the Governor has absolute control as commander-in-chief, all officials and employees in these departments being subject to his orders, and certain of them, such as the adjutant general, being appointed and removed by him at pleasure.

The power of appointing and removing officials is the most important and powerful method of control which the Governor and Council exercise. The power of appointment extends to all administrative departments except four directed by officials elected by the people, and one directed by an official elected by the Legislature. In some departments subordinate officials, as well as those having charge of the department, are appointed by the Governor and Council, as, for example, the secretary and inspectors of gas under the Board of Gas and Electric Light Commissioners.

Practically all persons appointed by the Governor with the advice and consent of the Council may be removed by them for cause, and with a few exceptions no hearing need be given before such removal takes effect. This power, though infrequently exercised, supplements the power of appointment, and gives the Governor and Council a large measure of authority over State officials.

The statutes provide that the salaries or compensation of the members of certain boards and commissions, and of certain other officials, shall be fixed by the Governor and Council or be subject to their approval. Proposed increases in the compensa-

tion of certain officials must also be approved by the Governor and Council before they can be made. The effect of this authority is practically to control appointments to a considerable number of important subordinate positions, since failure to approve the proposed salary of an appointee operates as a disapproval of the appointee himself.

Expenditures from the State treasury must also be passed upon by the Governor and Council. The Constitution provides that:—

No moneys shall be issued out of the treasury of this commonwealth, and disposed of (except such sums as may be appropriated for the redemption of bills of credit or treasurer's notes, or for the payment of interest arising thereon) but by warrant under the hand of the governor for the time being, with the advice and consent of the council, for the necessary defence and support of the commonwealth; and for the protection and preservation of the inhabitants thereof, agreeably to the acts and resolves of the general court.

In compliance with this constitutional provision the Auditor submits to the Governor and Council "warrants" covering the bills and pay rolls which have been approved for payment by the heads of the various departments and institutions. The warrants are passed upon by a committee of the Council before they are presented to the Governor for his signature.

The issue of State securities is similarly controlled, as all State bonds must be authorized by the Governor and Council before they can be issued by the Treasurer and Receiver-General, and all sales and purchases of bonds and other securities are subject to the same approval.

Various statutes provide that contracts for public works to be undertaken by certain departments, contracts for the purchase of land or supplies, leases of public property, and other specified undertakings must be approved by the Governor and Council. Examples are:—

1. All contracts for construction of State highways.
2. All leases and contracts made by the Harbor and Land Commissioners.
3. Contracts for construction of wharves, dredging of channels, etc., and agreements for the purchase of land made by the Directors of the Port of Boston.
4. Purchases of land by the State Forester for reforestation.
5. Proposals for the purchase of land for armories, and all plans for the erection of armories.
6. Plans for the construction of additions to the State House.

7. Contracts for the purchase of paper for State printing.

By a regulation enforced in recent years, the heads of departments, with a few exceptions specified by statute, must secure the approval of the Governor for any proposed travel outside the State on official business. Occasionally proposed undertakings for which the approval of the Governor and Council is not required are submitted to them, but such instances are rare.

According to the Constitution the Governor is the "Supreme Executive Magistrate," with authority "to hold and keep a council for the ordering and direction of the affairs of the commonwealth agreeably to the Constitution and the laws of the land." This language might be construed to give the Governor an additional general authority over the administration of the State government, but if the authority exists it is rarely exercised, the only action taken being such as is expressly required by law.

THE AUDITOR OF THE COMMONWEALTH.

The Auditor exercises a general supervision over all State expenditures. The statutes provide (Revised Laws, chapter 6, section 15), that the Auditor "shall examine all accounts and demands against the commonwealth," with certain exceptions, and that "if it appears to him that there are improper charges in said accounts, he shall report the same to the governor and council, with a separate certificate therefor. . . ."

By chapter 597 of the Acts of 1908 the Auditor is given authority to control the accounting of all departments and institutions, with power to prescribe, regulate and make changes in the methods of keeping and rendering accounts, and to see that the accounts are properly maintained. The same act provides that he shall establish a proper system of accounting for stores, supplies and materials, and that he may inquire into the methods of purchasing and handling such stores, supplies and materials by the departments and prescribe changes. Consequently, the power of the Auditor is adequate to enable him to enforce proper accounting, including the preparation and preservation of documents containing adequate original entries of transactions.

CIVIL SERVICE COMMISSION.

The Civil Service Commission is authorized by law to prescribe rules for the appointment of persons to all positions in the service of the Commonwealth and of cities, other than those specifically exempted by the civil service law or by later enact-

ments. The heads of departments, commissions, institutions, etc., are required to appoint their subordinates according to the commission's regulations, with the statutory exceptions and such exemptions as the commission may make.

THE STATE BOARD OF RETIREMENT.

The Board of Retirement administers the law which provides for the retirement of employees in the service of the Commonwealth and of the metropolitan district. By this law all permanent employees who enter the service of the State after Jan. 1, 1912, become members of the Retirement Association, while those previously in the service had an option as to whether they would join. The law does not apply to elective officials.

Members of the Retirement Association may retire at will after completing not less than thirty-five years of continuous service; they may retire or be retired after completing not less than fifteen years of continuous service if they have then reached the age of sixty years; and must be retired at the age of seventy years. Upon retirement the members of the association receive annuities made up in part of their contributions to the retirement fund and in part from appropriations made by the Legislature for the purpose.

By the operation of this system the duration of employment in the State service is fixed, as the conditions of entering it are determined by the civil service law and the rules of the Civil Service Commission.

THE BOARD OF PUBLICATION.

The Board of Publication was established to supervise the publication of departmental reports. It is the duty of the Board "to examine the annual reports and all special reports and other documents issued by or on behalf of the commonwealth by any public officer, board or commission, and to define the form and extent thereof. . . ." The law does not apply to publications issued by or under authority of the General Court or its officers, to the regular annual reports of the Attorney-General, the Treasurer, the Auditor or the Secretary of the Commonwealth, or to certain other publications prepared by the Secretary. The Board has sufficient authority thoroughly to control all official publications, with the exceptions mentioned, but has never fully exercised this authority.

THE COMMISSIONER OF PUBLIC RECORDS.

The Commissioner of Public Records has authority to compel all State departments properly to safeguard all records in their custody which come within the statutory definition of "public records." It is his duty to see that such records "are safeguarded against loss by fire, theft or deterioration; are in the hands of the proper custodians; are written with the State standard ink or with typewriting ribbons that have been tested and approved by the commissioner; are entered upon paper of proper quality; and are kept in good condition and repair and the books substantially bound." Where fireproof rooms or vaults are to be constructed for such records, the department passes upon the plans, to insure their being suitable; and when safes are purchased for records, the department passes upon their quality before they are put into use. As authority over the public records of the Commonwealth was not conferred upon the commissioner until 1913, it has not yet been exercised to the fullest extent.

THE SERGEANT-AT-ARMS AND THE STATE HOUSE COMMISSION.

The State House Commission controls the purchase of new furniture and fixtures for all State offices, but its authority does not extend to State institutions. The sergeant-at-arms has charge of the State House and of other State offices and acts as central purchasing agent for new furniture and fixtures to be used in those offices, when requisitions for such furniture and fixtures have been approved by the State House Commission.

THE COMMISSION ON ECONOMY AND EFFICIENCY.

The object of the Commission on Economy and Efficiency is to assist the Legislature and the Governor and Council to make their control of State administration more effective. It has authority to investigate all departments, boards, commissions and institutions controlled or aided by the Commonwealth, to report the results of its investigations, and to recommend changes in organization and improvements in methods of work.

BOARDS CONTROLLING OR SUPERVISING STATE INSTITUTIONS.

Beside the departments just described, whose authority extends generally over other departments, there are certain boards and commissions with powers of control or supervision over groups of State institutions. In some cases the institutions are controlled by the Board and in some cases by trustees.

The control of the Board of Education over normal schools, and of the Prison Commission over four penal institutions, is direct and complete. The Board of Charity supervises the administration of the State Infirmary, the State Farm, the three training schools, the four hospitals for consumptives, the Norfolk State Hospital and the Massachusetts Hospital School. One board of trustees controls the Infirmary and the Farm, another the training schools, and a third the hospitals for consumptives, while the Norfolk Hospital and the Hospital School are each directed by a separate board. Thus the Board of Charity supervises the work of five different boards of trustees. It also controls directly the Penikese Hospital for lepers.

While the Board of Charity has only supervisory authority over the institutions mentioned, the Board of Insanity exercises a large measure of control over the thirteen institutions for mental defectives. This was not the case, however, until the present year (1914), when the former supervisory authority of the Board of Insanity was altered by new legislation. The powers of the Board extend to ten institutions for the insane, two for the feeble-minded and one for epileptics. Each of these has a separate board of trustees with the exception of Worcester State Asylum, which is under the same trustees as the Worcester State Hospital. The extension of the powers of the Board of Insanity has caused a corresponding reduction in the authority of these boards of trustees.

IV. TYPES OF DEPARTMENTAL ORGANIZATION AND METHODS OF ADMINISTRATION.

A. ORGANIZATION.

The principal types of departmental organization may be classified according to whether control is exercised by a single or plural head, whether that head is elective or appointive, and whether paid or unpaid. The number of departments in each class is as follows: —

1. Single paid head, elected by people,	5
2. Single paid head, elected by Legislature,	1
3. Single paid head, appointed by Governor,	4
4. Single paid head, appointed by Governor and confirmed by Council,	15
5. Single unpaid head, ex officio, appointed to principal office by Governor,	1
6. Paid commissions and boards, appointed by Governor and confirmed by Council, ¹	28
7. Paid boards and commissions with ex officio members appointed to principal offices by Governor and confirmed by Council, ²	3
8. Commission with some paid and some unpaid members, appointed by Governor and confirmed by Council,	1
9. Unpaid boards and commissions, including trustees of institutions, appointed by Governor and confirmed by Council,	31
10. Unpaid boards and commissions with some members appointed by Governor and confirmed by Council, and some members chosen by municipalities or private associations or organizations,	8
11. Unpaid boards and commissions with ex officio members appointed to principal offices by Governor and confirmed by Council,	13
12. Unpaid commissions with ex officio members not appointed to principal offices by Governor and confirmed by Council, ³	4
Total number of departments (including 12 boards of trustees under Board of Insanity),	114

Thus about 50 per cent. of all State departments and institutions are controlled by unpaid officials or trustees, and about 77 per cent. have plural administrative heads.

Departments with the same form of organization are in many cases engaged in work which presents totally different administrative problems. For example, among paid boards and commissions are the Industrial Accident Board, the Board of Con-

¹ One group of officials included under this head is not organized as a board or commission.

² On one of these commissions the ex officio members are appointed to their principal offices by the Governor without confirmation by the Council.

³ On one of these, one ex officio member is appointed to his principal office by the Governor without confirmation by the Council, and the other two are elected by the people.

ciliation and Arbitration, and the Ballot Law Commission, whose work is semi-judicial rather than administrative, and such departments as the Highway Commission, the Metropolitan Park Commission, the Metropolitan Water and Sewerage Board and the Harbor and Land Commission, whose work is almost entirely administrative.

Entirely different classes of work are also performed by unpaid boards and commissions. For example, such departments as the Commission on Uniformity of Legislation, the Homestead Commission and the Art Commission are concerned with the study of special questions and the formulation of recommendations for the adoption of new laws, regulations or policies, and have no administrative duties. In contrast are certain unpaid boards and commissions whose duties are primarily administrative, such as the Commissioners of the Massachusetts Nautical School, the State Forest Commission and the unpaid boards of trustees who control and direct the institutions supervised by the State Board of Charity, and those who share with the State Board of Insanity the control and direction of institutions for the insane and the feeble-minded.

The diversity of organization form is more evident when the variety of authorities engaged in a single class of work is considered; for example, the administration of State institutions. One institution is controlled and directed by the unpaid State Board of Charity, while three groups (comprising nine separate institutions) and two single institutions are each controlled and directed by boards of unpaid trustees under the supervision of the Board of Charity. Institutions for mental defectives are controlled in many important respects by the paid State Board of Insanity, but with some elements of control still vested in separate unpaid boards of trustees for each institution. Penal institutions are under the control of an unpaid central board with a paid chairman who acts as executive officer. The normal schools are controlled by an unpaid central board with a paid executive officer who is not a member of the board. Thus four different forms of departmental organization administer the public institutions of the Commonwealth.

The character and methods of appointment of both paid and unpaid boards vary widely. Some paid and some unpaid commissions are temporary, their purpose being usually to make special investigations with a view to furnishing to the General Court material for new legislation or amendments to existing

law. Examples are the Commission on Methods and Procedure for Taking Land for Public Purposes, the Commission on Building Regulations, and the Commission on Taxation of Signs. Other temporary commissions are created to carry out particular undertakings, for example, the State House Building Commission and the Board of Panama-Pacific Managers. Again some boards and commissions are composed exclusively of State officials or employees serving *ex officio*, as the Board of Publication, the Board of Bank Incorporation and the State House Commission, while a part of the members of other boards and commissions are chosen by private organizations and associations, as is the case with the Board of Agriculture, the Commissioners of the Firemen's Relief Fund, and the Teachers' Retirement Board. Some boards, too, have duties of a general character, while others are concerned only with local or particular problems, as occurs in the case of the State Board of Insanity and the trustees of the individual institutions over which the Board exercises partial control.

B. ADMINISTRATION.

In the latter part of this report will be found for each department detailed information as to its plan of organization and its management, with a statement as to the method of appointing and discharging its employees. In order to bring out certain significant facts, some of that information which applies to more than one department is summarized here.

As has been pointed out, some boards and commissions, both paid and unpaid, have practically no administrative duties, since they control departments concerned with special studies or investigations or having quasi-judicial functions. Such special boards are not considered in this discussion of departmental administration, the statements made applying only to such paid and unpaid boards as control departments in which considerable numbers of persons are employed, thus presenting administrative problems of some magnitude.

The form of organization of some departments is so strictly prescribed by law that the departmental head can make only slight and unimportant changes without express authority from the General Court. An example is the department of the Treasurer and Receiver-General, where certain minor readjustments of work and reassignments of duties, as well as changes in sal-

aries, could not be made until a special act authorizing them was passed.

Generally, departments which have a single head come under the direct and personal management of that single head. Where control is vested in a paid board, direct management of the department's business is sometimes divided among the members of the board, as in the case of the Highway Commission, and sometimes it is carried on jointly by the members of the board as a whole. Still other paid commissions leave direct management of affairs to the chairman, while the other members serve as advisors and formulate general policies for dealing with important undertakings. A few of the paid boards whose members receive small salaries, such as the Board of Labor and Industries, and almost all of the unpaid boards in control of departments, delegate the management to a paid executive officer, who is usually provided for by law.

The single heads of departments usually give full time, or approximately full time, to the work of their departments. This is also true of the high-salaried chairmen of boards controlling departments. No general statement can be made about paid members, other than chairmen, of boards having control over departments, since while some are required by law to give full time to their duties, and others not so required do in practice give a large proportion of their time, many give a comparatively small amount of time, serving mainly in an advisory capacity to consider questions of policy.

Unpaid boards having charge of departments and institutions usually give only a small amount of time, in comparison with full-time schedule, to the work of such departments and institutions. Trustees of institutions in general devote to the affairs of their respective institutions only such time as is required to attend monthly meetings, — most of which are held at the institutions, but some in Boston and other cities, — to make several visits each year outside of meetings, and to advise the superintendent, who may consult with them from time to time by letter, telephone or personal call.

Most officials who devote their full time, or practically full time, to the work of their departments, live within easy commuting distance, and are practically resident officials. On the other hand, members of unpaid boards or commissions often live at considerable distances from the institution or department with which they are connected. this being particularly true of

the trustees of institutions, many of whom reside at long distances from the institutions of which they are trustees.

Unpaid boards in control of departments usually have a single executive officer who is held responsible for the management or superintendence of that department. To this rule there are exceptions, such as the State Board of Charity, which has three officials directly responsible to the Board and wholly independent of one another, namely, the secretary of the Board, the superintendent of adult poor and the superintendent of minor wards. Though unpaid boards may be considered legally responsible for the control of the departments under them, yet the small amount of time which most of the members of the boards devote to the work of the departments, and the distances at which some of them live from the department's office or the institution, tend to place upon the executive officer or superintendent a very large amount of responsibility. The authority actually exercised by many such executive officers and superintendents amounts practically to "control and direction" rather than mere management.

The most important officials in the various departments controlled by boards and commissions, including the executive officer and his principal subordinates, are generally selected by the board or commission in control. Minor officials and employees are, as a rule, appointed by the executive officer subject to the approval of the board. Some appointments of all classes are made from registers established by the Civil Service Commission, others with the approval of that commission, and still others are entirely outside the commission's jurisdiction. Where a single head personally directs the work of his department, he ordinarily appoints subordinate officials and employees, subject to such restrictions as civil service regulations may impose. In some cases, however, subordinate officials are appointed by the Governor with the advice and consent of the Council; for example, the deputy commissioner of State aid and pensions and the secretary of the Board of Gas and Electric Light Commissioners.

Unpaid boards of trustees in charge of institutions appoint some of the principal officials, such as the treasurer, and in some cases the assistant physicians and the steward, though the responsibility for proper performance of duty by these officials rests upon the superintendent of the institution.

Compensation of officials, boards or commissions in control of departments is usually determined by law, sometimes in the act

creating the department, sometimes in a special statute, and sometimes by specific provision in appropriation acts. The officials or boards in control of departments often fix the compensation of their executive officer or officers, with the approval of the Governor and Council, and as a general rule the salaries of subordinate officials and employees are fixed by the executive officer with the approval of the board in control. The salaries of many department officials are, however, fixed by law, or are subject to the approval of the Governor and Council, even in cases where such officials hold positions of minor importance. These statements indicate the most common practices, but might not apply to any particular department considered, as they are subject to numerous exceptions.

V. DEPARTMENTS ENGAGED IN WORK OF A SIMILAR CHARACTER OR HAVING A SIMILAR OBJECT.

It is evident from the summary table in chapter II. that most fields of State activity are occupied by two or more State departments. The classification used in the table, however, indicates only the most important function of the departments grouped under each head, whereas many of them are actually performing two or more functions which differ considerably in character. The table does not refer to certain classes of work important in themselves, but somewhat secondary to the principal lines of State activity according to which the departments are grouped. The object of this chapter is to point out some noteworthy groupings of State departments in similar fields. In some cases departments in the same group have conflicting or inconsistent powers and duties, sometimes they are supplementary, sometimes two or more co-operate, either owing to legislative requirements or voluntarily, and sometimes they do not co-operate. These relations between departments will be referred to only incidentally, if at all, as such questions can be better discussed in a supplementary report. No inferences as to conflicting relations should be drawn from the mere fact that two or more departments are grouped together under one heading. In many cases some functions of departments will not be mentioned, either because they are not relatively important or because to mention them would result only in needless multiplication of instances. In some cases where a group would be exactly the same as one in the summary table, it is not mentioned because reference to the table will serve to bring out the similarity of work of the several departments.

In this description, a list of the departments included in each group is given first, followed by a concise statement of the work performed by each department in the particular field of work under consideration.

ELECTION OF STATE OFFICERS.

Secretary of the Commonwealth.

Ballot Law Commission.

Executive Department.

The machinery necessary for holding State primaries and elections and determining their results is operated through the department of the Secretary of the Commonwealth. That department receives all certificates of nomination and nomination papers, provides ballot boxes, counting apparatus and blanks to be used at polling places, publishes lists of candidates and instructions to voters, furnishes all ballots and receives all returns.

Objections to certificates of nomination and nomination papers and all other questions relating to nominations must be reported to the Ballot Law Commission, by whom they are decided. The commission passes also upon all forms of ballot boxes, voting machines, counting apparatus and other appliances used at elections.

The Executive Department has some duties relating to elections, — particularly that of canvassing returns of votes for elective State officers and senators and representatives in Congress, and issuing summonses or certificates of election to the persons chosen.

APPOINTMENT OF OFFICIALS IN PUBLIC SERVICE.

Governor and Council.

Civil Service Commission.

Boards, commissions and officials in control of departments.

Trustees and superintendents of institutions.

The Governor, with the advice and consent of the Council, appoints nearly all heads of departments and members of boards and commissions who are not elected, and also certain subordinate officials in some departments. A large proportion of all other appointments are subject to the civil service law and the regulations of the Civil Service Commission, certain departments being, by statute, expressly exempt. Appointments not required to be made from civil service lists are generally made by the official or board having control and direction, or by the executive officer of the department or institution, subject to the approval of the board in control.

RETIREMENT OF PUBLIC OFFICIALS AND EMPLOYEES.

State Board of Retirement.
Teachers' Retirement Board.

The State Board of Retirement administers the law which provides for the retirement of State officials and employees at certain ages and after certain periods of continuous service, and for the accumulation of funds from which retirement pensions are paid. The Teachers' Retirement Board has charge of the general retirement system established in 1913 for public school teachers in all cities and towns except Boston, where only a special class of teachers is included in the State system.

ASSIGNMENT AND FURNISHING OF QUARTERS FOR STATE DEPARTMENTS.

Governor and Council.
Sergeant-at-Arms.
State House Commission.

The Governor and Council have power to assign to State departments rooms in the State House not used for legislative purposes. The sergeant-at-arms has charge of the care and upkeep of the State House and of offices rented in Boston for the use of State departments. Requisitions for repairs and improvements must be made to him, and those for new furniture and fixtures must be approved by the State House Commission before they can be honored. Neither the sergeant-at-arms nor the State House Commission has any authority over State institutions.

CONSTRUCTION OF BUILDINGS FOR PUBLIC PURPOSES.

Governor and Council.
Art Commission.
State House Building Commission.
Armory Commission.
State Board of Education.
State Board of Insanity.
Prison Commission.
State Board of Charity.
Trustees of the State Infirmary and State Farm.
Trustees of Massachusetts Training Schools.
Trustees of Hospitals for Consumptives.
Trustees of Norfolk State Hospital.
Trustees of Massachusetts Hospital School.

The Executive Department, through the veto power of the Governor over appropriations, may negative any project for new construction, and has also the authority to inspect all public buildings. The Governor and Council pass upon the location of armories and the amount to be expended for each armory, the actual construction being controlled by the Armory Commission. The Art Commission renders opinions as to the artistic character of proposed new buildings or of proposed improvements in old buildings, but its opinions are not binding. The State House Building Commission is a temporary commission created to construct additions to the State House. The construction of buildings authorized at normal schools, penal institutions and institutions for the insane, feeble-minded and epileptic is controlled by the State Board of Education, the Prison Commission and the State Board of Insanity, respectively, but the plans for buildings at the last-named group of institutions must be submitted to the trustees of the institution affected for their opinion before construction is undertaken. The State Board of Charity has absolute authority over the construction of buildings at Penikese Hospital, but at the eleven institutions under its supervision it does not control construction nor do more than pass upon the plans adopted by the five boards of trustees last enumerated in the list given under this heading.

PENSIONS AND ALLOWANCES FOR WAR SERVICE.

Commissioner of State Aid and Pensions.
Commission on Gratuities.

The Commissioner of State Aid and Pensions administers the law which provides for aiding veterans of the civil war and the war with Spain, and furnishes funds for their burial when necessary. He also assists such veterans in making claims upon the United States for pensions. The Commission on Gratuities controls the payment of a special gratuity to veterans who enlisted from Massachusetts and performed meritorious service.

PROTECTION OF THE PUBLIC HEALTH.

State Department of Health.
Commissioner of Animal Industry.
Boards of Registration in Medicine, Dentistry, Optometry
and of Nurses.
Board of Labor and Industries.
Joint Board on Industrial Accidents and Diseases.
Metropolitan Water and Sewerage Board.

Homestead Commission.

Trustees of Hospitals for Consumptives, and four sanatoria.

Penikese Hospital.

Joint Board on Sewage Disposal in Lynn.

Joint Board on Admission of Reading to the North Metropolitan Sewerage District.

Joint Board on Condition of South Bay, Boston Harbor.

The State Department of Health has authority to supervise the work of local boards of health, to investigate sources of infection and contagion, to prepare and furnish vaccines and antitoxins for the treatment of disease, to enforce the pure food and drug laws, and to make and enforce rules and regulations on public health matters. Its authority as to pure food is not complete, as the department of the Commissioner of Animal Industry inspects animals killed for food in addition to his authority to prevent and stamp out diseases of domestic animals. Various boards of registration are authorized to see that only qualified persons are licensed to practice as physicians, dentists, nurses, pharmacists and optometrists. Health laws applying to industrial establishments are enforced by the Board of Labor and Industries, and regulations for preventing industrial diseases are made by that Board jointly with the Industrial Accident Board. The Metropolitan Water and Sewerage Board supplies water and removes sewage for the metropolitan water and sewerage districts.

It is the duty of the Homestead Commission to study housing in cities and towns and to make recommendations on that subject and upon city and town planning. The Trustees of Hospitals for Consumptives have charge of the four sanatoria for persons suffering from pulmonary tuberculosis, the object of treating such persons being not only to cure them, but also to prevent the spread of infection to other persons. The Penikese Hospital is maintained in order to treat and isolate lepers. The three joint boards last named in the list under this heading are all temporary, their duties being, respectively, to investigate and report to the General Court upon plans for the disposal of sewage in Lynn, as to the advisability of admitting Reading to the north metropolitan sewerage district, and as to means of abating the existing nuisance in South Bay, Boston Harbor.

GENERAL REGULATION OF CORPORATIONS.

Secretary of the Commonwealth.

Commissioner of Corporations (also Tax Commissioner).

State Board of Charity (charitable corporations).

State Board of Education (educational corporations).

Corporations organized under general laws receive their charters from the Secretary of the Commonwealth, and are required thereafter to record certain of their transactions with that officer. Before business corporations can be chartered their articles of association must be approved by the Commissioner of Corporations (who is also Tax Commissioner), who receives returns from such corporations after they are chartered, and passes upon changes in their capital stock and the issue of securities by them. Applications for charters for educational associations are reported upon by the State Board of Education, and applications from charitable associations by the State Board of Charity, but the Secretary of the Commonwealth is not bound to follow their recommendation as to whether the charter in question shall be granted. The regulation of special classes of corporations, such as banks, insurance companies, railroads and street railways, and gas, electric light and water companies, is in the hands of special State authorities created for those purposes, as is shown by the summary table.

REGULATION OF MANUFACTURING AND MERCANTILE ENTERPRISES, AND OF CONDITIONS OF EMPLOYMENT.

Board of Labor and Industries.

Industrial Accident Board.

Joint Board on Industrial Accidents and Diseases.

Board of Conciliation and Arbitration.

Minimum Wage Commission.

District Police, Building and Boiler Inspection Departments.

Board of Boiler Rules.

Commissioner of Weights and Measures.

Commission on Public Regulation of the Ice Business.

Regulation of manufacturing and mercantile business pertains in the main to conditions of employment, and is largely based on labor legislation. Some labor laws apply to all employments, for example, the law as to child labor. The Board of Labor and Industries enforces most of the general laws of this character, such as those requiring safe and hygienic conditions in

industrial establishments, those regulating employment of women and minors, hours of labor, payment of wages, etc. The Industrial Accident Board deals with cases arising under the Workmen's Compensation Act, a partial object of which is to prevent industrial accidents. A joint board composed of these two boards makes rules and regulations for preventing industrial accidents and industrial diseases, which are enforced mainly by the Board of Labor and Industries. The Board of Conciliation and Arbitration investigates and endeavors to settle industrial disputes. The Minimum Wage Commission investigates wages paid in certain classes of industries, and appoints wage boards to recommend living scales of wages in such industries. The building inspection department of the district police passes upon all plans for industrial buildings, and the boiler inspection department licenses engineers and firemen and enforces the laws and rules of the Board of Boiler Rules as to the construction, installation and operation of boilers, air tanks, etc. Most of the departments mentioned have some authority as to the installation and use of machinery, and their object is primarily to protect workers in industry.

The Commissioner of Weights and Measures regulates mercantile business with a different object, — that of protecting the general public, — by testing weights and measures, prosecuting dealers who give false weights or measures, and enforcing laws providing for marking upon packages the weight of food contained in them, and also supervises the work of local weighers and sealers. A special commission was created in 1914 to investigate the advisability of public regulation of the ice business.

REGULATION OF CONSTRUCTION OF BUILDINGS FOR PRIVATE PURPOSES.

District Police, Building Inspection Department.

Commission on Building Regulations.

Fire Prevention Commissioner for the Metropolitan District.

Homestead Commission (recommendatory powers).

The building inspection department of the district police passes upon the plans for theatres, public halls and industrial establishments, and inspects the first two classes of these. The commission on building regulations is a temporary commission created to study the present regulations, general and local, applying to the construction of buildings, with a view to estab-

lishing uniformity in general requirements. The Fire Prevention Commissioner has authority to enforce certain laws and make regulations, which in some particulars affect the construction of buildings, with the object of preventing the occurrence and the spread of fires. The Homestead Commission has authority only to make recommendations as to the location and construction of dwelling houses.

DEVELOPMENT AND REGULATION OF HIGHWAYS.

Highway Commission.

Metropolitan Park Commission.

The Highway Commission constructs State highways and assists towns to construct highways; it also licenses automobiles and drivers of automobiles and enforces laws regarding them. The Metropolitan Park Commission constructs highways in the Metropolitan Park District, mainly for pleasure purposes.

CARE OF MENTAL DEFECTIVES.

State Board of Insanity and thirteen institutions for the insane, feeble-minded and epileptic.

State Infirmary (department for insane).

State Farm (asylum department).

The care of defectives is controlled in most respects by the State Board of Insanity, which has almost complete authority to direct the administration of institutions for the insane, epileptic and feeble-minded. The State Board of Insanity also has supervisory authority over the departments for the insane at the State Infirmary and State Farm, which are under the supervision of the State Board of Charity, and may discharge patients from these departments.

CUSTODY AND REFORMATION OF OFFENDERS.

Prison Commissioners and four penal institutions.

State Farm (for minor offenders).

Trustees of Massachusetts Training Schools, three industrial schools and two parole departments.

Board of Parole for the State Prison and Massachusetts Reformatory.

Board of Parole for the Reformatory for Women.

The Prison Commission controls four correctional and penal institutions, but the Massachusetts training schools, which are correctional in purpose, are not under its jurisdiction, being

supervised by the Board of Charity. The Prison Commission also exercises some authority over transfers to and from the State Farm, which is under general supervision of the State Board of Charity, but whose inmates are very largely persons committed for minor offences and insane criminals, the last being supervised, as already mentioned, by the State Board of Insanity. The two boards of parole grant permits to be at liberty from the several institutions referred to in their titles, and the Board of Parole for the State Prison and Massachusetts Reformatory acts as an advisory board of pardons on petitions to the Governor and Council for the granting of pardons to inmates of these institutions. The parole departments for the industrial schools place out in families inmates of the schools who seem fitted to live in families and supervise their care and conduct.

FINANCIAL SUPERVISION OF LOCAL GOVERNMENTS.

Tax Commissioner.

Bureau of Statistics.

Controller of County Accounts.

The Tax Commissioner is empowered to equalize certain assessments made by cities and towns, and to supervise in detail the work of local boards of assessors and collectors of taxes. His department also compiles and publishes statistics relating to local assessments. The Bureau of Statistics gathers and compiles statistics of city and town finances, certifies notes of towns and fire, water and other incorporated districts, audits municipal accounts and installs accounting systems for cities and towns. If the issue of notes presented for certification is not in accordance with law, certification is refused. Accounts of cities and towns are audited and accounting systems installed only upon petition by municipalities. The Controller of County Accounts prescribes for the important county offices, books of account, methods of classifying receipts and expenditures, and a uniform system of receipts, vouchers, etc. He makes annual examinations of the books and accounts of these offices, examines the bonds of county officers, passes upon certain requisitions presented to county treasurers, and furnishes to the offices over which he has authority the necessary forms and blanks for their reports.

VI. DETAILED DESCRIPTION OF THE FUNCTIONS, ORGANIZATION, ETC., OF EACH STATE DEPARTMENT, BOARD, COMMISSION AND INSTITUTION.

In the detailed description of their functions, administration and organization, the departments are classified according to their principal functions, the order being the same as that followed in the summary presented in chapter II. As in the rest of the report, descriptive statements and figures are brought up to July 1, 1914, except that the tabulations showing the organization of the departments are generally given as of Aug. 1, 1913, the date for which the necessary information was collected. In some instances, appointments made after July 1, 1914, and certain other facts relating to departments affected by acts of the last General Court are stated. Where this is done, the exact date to which the statement in question applies is usually given.

EXECUTIVE DEPARTMENT.

1. General Information.

(a) This department was established by the State Constitution adopted in 1780. There had, however, been elected Governors in both the Plymouth and Massachusetts Bay colonies during most of the period from their first settlement to their union under the province charter in 1692; also elected deputy governors, — in Massachusetts Bay during the whole period, and in Plymouth after 1680. Under the second or province charter, Governors and Lieutenant-Governors of Massachusetts Bay were appointed by the King from 1692-1774. From 1774 until the adoption of the Constitution in 1780 a Provincial Congress, organized in 1774, and the Council organized in 1775, carried on the government.

(b) The office of the department is in the State House.

(c) The number of officials and employees July 1, 1914, was 17.

(d) The regular appropriation for expenses for 1914 was \$42,635. An additional sum of \$100,000 is annually appropriated to be expended under the direction of the Governor and Council for "extraordinary expenses."

2. *Functions, Powers and Duties.*

In certain matters the Governor has full power to act, but on many he can act only with the advice and consent of the Council.

The Governor himself has power —

(a) To approve or disapprove all acts and resolves passed by the General Court.

(b) To call meetings of the Council.

(c) To command the State militia.

(d) To issue precepts for special elections to fill vacancies in certain offices.

(e) To designate State officers to represent the Commonwealth at conventions on governmental matters.

(f) To appoint members of the district police from certified civil service lists.

(g) To approve notes for money borrowed in anticipation of revenue.

(h) To issue warrants for all payments from the treasury, except in a few specific cases where such warrant is not required.

(i) To deliver to other States fugitives from justice, and to demand of other States the return of such fugitives.

(j) To designate the chairman of certain State boards and commissions.

(k) To approve the bonds of certain State officials.

The Governor with the concurrence of the Council has power —

(a) To prorogue the General Court and to require it to convene before the fixed time.

(b) To appoint and remove certain State officials.

(c) To determine, in certain cases, the salaries of State officials and the compensation of special boards and commissions.

(d) To consider applications for the purchase of land and the erection of armories.

(e) To inspect all State buildings.

(f) To pass upon all contracts for construction of State highways, all contracts and leases by the Harbor and Land Commissioners, and all apportionments of funds, contracts and leases by the Directors of the Port of Boston.

(g) To authorize all bonds issued by the Treasurer and Receiver-General, and all purchases and sales of bonds and other securities in the treasury.

(h) To examine annually all official bonds and securities in the treasury.

- (i) To pardon persons convicted of crime.
- (j) To assign rooms in the State House to State departments.
- (k) To pass upon all purchases of paper used by the State printer.
- (l) To approve the bonds of the Secretary, Treasurer and Auditor.
- (m) To approve the rules and regulations adopted by various State boards and commissions.

3. *Control and Management.*

The work of the executive department is controlled and directed by the Governor, who is elected annually, and receives a salary of \$8,000 a year.¹ The present Governor is His Excellency David I. Walsh of Fitchburg.

During the absence or incapacity of the Governor the Lieutenant-Governor, who is also elected annually, assumes the office and performs the duties of the Governor. The Lieutenant-Governor also presides at meetings of the Council. He receives a salary of \$2,000 annually. The present Lieutenant-Governor is Hon. Edward P. Barry of Boston.

The Governor is assisted by a Council of eight members elected each year from districts into which the State is divided for that purpose. Each councillor receives a salary of \$1,000 a year. The members of the Council for the year 1914 are: —

Eben S. S. Keith, Bourne.
 Charles W. Guy, Quincy.
 Timothy J. Buckley, Boston.
 Alexander McGregor, Malden.
 Edward G. Frothingham, Haverhill.
 John J. Hogan, Lowell.
 Edmund Mortimer, Grafton.
 Henry L. Bowles, Springfield.

To aid in the work of the department there are six committees of the Council, each having five members except the one on nominations which has three. These committees are: —

On pardons, charitable institutions and prisons.
 On finance, accounts and warrants.
 On harbors and public lands and railroads.
 On military and naval affairs.
 On State House.
 On nominations.

¹ By chapter 445, Acts of 1914, the salary of the Governor was increased to \$10,000, beginning with the year 1915.

The employees in the executive department are not subject to civil service rules and regulations. The Governor appoints his own private secretary, while the appointments of the executive secretary, executive stenographer, messenger, assistant messenger and assistant private secretary require the assent of the Council. All these last, however, except the executive secretary, who is also secretary to the Council, hold office "during the pleasure of the Governor." In practice each Governor appoints his own private secretary and assistant secretary. The other officials have usually been reappointed from year to year. The executive secretary is in charge of the detail work on matters coming before the Council.

4. *Organization, Classes of Officials and Employees and Rates of Compensation.*

The officials and employees in the executive department may be classified in three main groups or divisions. The nature of these divisions and the number of officials and employees included in each on July 1, 1914, are shown in the following outline: —

I. The Governor, secretaries, messengers, etc.,	8
II. The Lieutenant-Governor,	1
III. The Council,	8
Total number of officials and employees,	17

The classes of officials and employees in each group or division with their rates of compensation on Aug. 1, 1914, appear in the following statement: —

I. The Governor,	1 at \$8,000.00 yr.
Private secretary to the Governor,	1 at 4,000.00 yr.
Assistant private secretary,	1 at 2,000.00 yr.
Executive stenographer,	1 at 1,800.00 yr.
Stenographer,	1 at 1,200.00 yr.
Executive messenger,	1 at 1,200.00 yr.
Assistant messenger,	1 at 1,000.00 yr.
Executive secretary, ¹	1 at 2,500.00 yr.
II. The Lieutenant-Governor,	1 at 2,000.00 yr.
III. Councillors,	8 at 1,000.00 yr.

¹ The executive secretary is responsible to both the Governor and the Council.

SECRETARY OF THE COMMONWEALTH.

1. *General Information.*

(a) The office of Secretary was established by the Constitution of the Commonwealth, adopted in 1780.

(b) The office of the department is at Room 331, State House, Boston.

(c) The total number of officials and employees in the department on July 1, 1914, was 51.

(d) The appropriation for the expenses of the department for 1914 was \$89,770; for special work in connection with primaries and elections, \$56,750; and for printing, \$108,648.24.

2. *Functions, Powers and Duties.*

The work of this department extends into so many fields that a detailed description of all its activities is not attempted here. Its most important functions have to do with (1) the keeping of public records, (2) commissioning of public officers, (3) printing of public documents, (4) State primaries and elections, (5) vital statistics, and (6) corporations.

1. The Constitution (chapter II., section IV., Article II.) provides that the records of the Commonwealth shall be kept in the office of the Secretary. In practice, the records of most departments are kept in their respective offices, but those of the executive department, the permanent records of the General Court, and those which the department is itself required to keep are deposited with the Secretary. Copies of records and papers in this department, certified by the Secretary and authenticated by the great seal, have the same value in evidence as the originals.

2. The Constitution also provides that all commissions of public officers shall be attested by the Secretary or his deputy, and shall have the seal of the Commonwealth affixed. (Chapter VI., Article IV.) Persons appointed to public office are notified of their appointments by the Secretary, and their commissions delivered to them, but if they do not qualify within three months their appointments are void, and their commissions must be returned.

3. The Secretary has general charge of State printing. It is his duty to purchase the paper used, subject to the approval of the Governor and Council. He receives the annual and special

reports of State departments, and supervises their publication and distribution. Bills and resolves passed by the General Court to be engrossed are officially engrossed in his office. At the end of each session he is required to compile the acts and resolves adopted and to publish them, with the Constitution, a table of changes in the general laws, an index, etc., in a volume generally known as the "Blue Book." The distribution of the public documents and Blue Book are also under his direction.

4. Among the most important functions exercised by the Secretary are those incident to State primaries and elections, as the making of arrangements and the furnishing of necessary materials devolve largely upon him. He is required to provide for the use of registrars of voters (a) blank books in a certain form to be used as general registers; (b) slips containing extracts from the Constitution; and (c) the box from which these slips are drawn. Returns of the number of assessed polls, registered voters, etc., must be made to him by the registrars after the final day for registration. He prepares and furnishes nomination papers to be used in the nomination of candidates to be voted for at State primaries, and ballots to be used at State and presidential primaries. All nomination papers must be filed with him before a certain day, also all nominations to fill vacancies. When the primaries have been held, returns of the votes cast are made to him. It is his duty to canvass such returns, determine the results, notify the successful candidates, and certify to the State committees of the various parties the names of the persons nominated. Returns of the votes cast in presidential primaries are also made to him, and he is required, after canvassing them, to certify the results to the State committees. All objections to nominations of candidates for State offices must be filed with him, and notice of such objections sent by him to all candidates affected thereby. He also receives for filing all withdrawals of persons nominated.

For the State elections the Secretary is required to provide (a) a State ballot box and counting apparatus for each polling place in every city and town; (b) suitable blank forms for use in the canvass and count of votes; (c) suitable blank forms and envelopes for all certificates, copies of records, and returns required to be made to his office; (d) such printed directions as he may deem necessary; and (e) such other blank forms, suggestions and instructions as will assist the election officers in the performance of their duties. No ballot box, counting ap-

paratus, or voting machine may be used unless favorably reported upon by the Ballot Law Commission acting as a Board of voting machine examiners, nor until inspected under direction of the Secretary and found to conform to the drawings and specifications filed by the Ballot Law Commission. The Secretary also prepares and furnishes all ballots used in State elections, keeping a record of the number delivered to each polling place. For the information of voters the law requires that he furnish cards of instructions, abstracts of laws governing elections, copies of proposed amendments to the Constitution, and specimen ballots. The names, residences and designations of candidates must be furnished to the local registrars of voters, and a list of all candidates to be voted for in each senatorial district must be published in newspapers in that district.

Within a fixed time after each State election the clerk of each city and town, and in Boston the Election Commissioners, are required to transmit to the Secretary copies of the records of votes, properly certified. These returns the Secretary lays before the Governor and Council who determine the results of the election. The returns as to State officers are then transmitted to the Secretary, who lays them before the Legislature. Certificates of election are countersigned and transmitted by the Secretary to persons chosen as senator or representative in Congress, clerks of courts, registers of probate and insolvency, sheriff and district-attorney. The law provides that the Secretary shall annually report to the General Court the number of assessed polls, the number of registered voters who voted at the election, the number of votes received by each candidate, etc. Within a certain time after each election, statements of election expenses for which he furnishes blanks must be filed with him, and it is his duty, after inspecting these, to notify such candidates as fail to file papers, and those whose statements do not meet the requirements of law. Upon continued failure to file the required statement, or if the statement discloses violation of the corrupt practices act, he is required to notify the Attorney-General.

5. The Secretary has charge of the collection and tabulation of vital statistics for the Commonwealth. Clerks of cities and towns are required to make to him annually returns of births, marriages and deaths. Medical examiners are required to make to him returns of all deaths which they investigate. Books, forms and blanks for these records are furnished to city and

town clerks by the Secretary. Copies of the returns received are bound and indexed, the subject-matter is tabulated, and an annual report rendered to the Legislature thereon. The Secretary also provides blank books for records of contagious diseases.

6. The Secretary of the Commonwealth also has important duties connected with chartering and receiving returns from corporations. Certificates of incorporation under general laws are issued through his office to business corporations, railroads, street railways, insurance companies, banks established under State laws, proprietors of lands, wharves and real estate held in common, textile schools, religious societies, and charitable, educational and fraternal associations. Before a certificate of incorporation may legally be issued to certain of these classes of corporations, the approval of some public officer or board must be obtained; in other cases the application for a certificate must be reported upon by a specified public officer, board or commission prior to the issue of a certificate, although such report is only advisory and may be disregarded by the Secretary in deciding whether to issue the certificate in question. For example, the organization of business corporations must be approved by the Commissioner of Corporations before the issue of a certificate of incorporation; textile schools require the approval of the Governor; railroads and street railways, of the Public Service Commission, etc. Petitions for incorporation of charitable associations must be referred to the State Board of Charity for investigation and report, but the Secretary is not required to act according to the Board's recommendations.

After a corporation is formed it is required to make returns to the Secretary regarding various matters. If the capital stock of the corporation is increased or reduced a certificate to that effect must be filed with the Secretary, and if authorization of the increase or reduction by some public authority is required, the return to the Secretary should show such authorization. A change in the name of a corporation must be certified to him. Authorizations to water, telephone, telegraph, gas and electric light companies, railroads or street railways to issue securities, and in the case of railroads and street railways to construct branches or extensions, or to lease or sell their property, must also be filed with him.

Charitable, educational and similar corporations, and domestic fraternal beneficiary associations, must, if they take up a line of

work other than that for which they were organized, file a certificate of change of purpose. Similarly, a gas company which engages in the business of furnishing electricity is required to file a certificate showing its change of business. All business corporations having a capital stock divided into shares are also required to file an annual certificate showing their condition as of a certain date. Foreign corporations doing business within the State are required to file certificates showing any increases in their capital stock, and also annual certificates showing their condition. When corporations are chartered by special act, no certificate of incorporation is necessary, but corporations so chartered, including insurance companies, must file, within a certain period, certificates showing that they have been legally organized. At the request of any stockholder, corporations are required to file with the Secretary complete lists of all stockholders.

In addition to those already described, the Secretary has many miscellaneous functions. He receives and files for record trademarks, labels adopted by persons or companies for business purposes, devices used on milk bottles to identify the dealers using them, and badges, insignia and other devices employed by fraternal organizations, etc. He issues licenses to hawkers and pedlers upon presentation of a certificate in prescribed form signed by the mayor of a city or a majority of the selectmen of a town, and is required to keep a record of all licenses issued by him and of all transfers of such licenses. He is required after each census to certify to the boards authorized to divide the counties into representative districts the number of representatives to which the county is entitled, and after a county is districted a description of each district, giving the number of voters, etc., must be transmitted to him. Numerous returns in addition to those already mentioned are received in his office, such as statements of legislative expenses, certain returns by sheriffs, returns by clerks of court showing divorces, changes of name, and facts regarding persons naturalized, and by registers of probate and insolvency, monthly, concerning insolvency proceedings. City and town clerks make to him returns showing the votes cast in their respective municipalities on the question of license or no license, and of the number of licenses issued and revoked, if any, as well as notices of the acceptance or rejection of various legislative acts submitted to the cities and towns from time to time.

In case of a vacancy in the office of Treasurer of the Commonwealth, the duty of taking charge of that department until the vacancy is filled, devolves upon the Secretary.

3. *Control, Direction and Management.*

The Secretary of the Commonwealth has entire charge of this department. He is elected annually and receives a salary of \$6,000. No person is eligible to the office unless he has been an inhabitant of the Commonwealth for five years preceding his election. The Secretary for the time being is also ex-officio a member of the State House Commission and the State Board of Agriculture. The present Secretary is Hon. Frank J. Donahue of Boston.

The Secretary has two deputies who are empowered to act for him in case of his disability, but who have general authority only during the Secretary's absence from his duties. The deputies are appointed by the Secretary, but new appointments have not been frequent in recent years.

The first deputy secretary has charge of the election and vital statistics divisions of the department, the first of which attends to all the detailed work required in receiving papers, preparing information blanks, ballots, etc., for State elections, while the second receives, files and preserves records of births, marriages and deaths throughout the State. The salary of the present first deputy secretary is fixed by special statute at \$4,000 a year. Mr. Herbert H. Boynton now holds this office.

The second deputy secretary has charge of the legislative, corporation and trade-mark divisions of the department. The legislative division has to do with the engrossment of bills passed to that stage by the Legislature, the filing of enacted bills approved by the Governor or passed over his veto, and the printing of the acts, resolves, amendments to the Constitution, etc., in the annual publication called the "Blue Book." The corporation division receives applications for certificates of incorporation, issues such certificates if it appears that the applicant has met legal requirements, and keeps the record of returns which corporations are required by law to make to this department. The trade-mark division registers trade-marks under Massachusetts laws. The salary of the second deputy secretary is \$3,000 a year, and the present incumbent is Mr. Peter F. J. Carney.

The document and archives divisions of the department are

under the immediate direction of the Secretary himself. The first directs the publication and distribution of the reports of the various State departments and other public documents. The archives division is responsible for the important records of the Commonwealth relating to public matters, which are deposited with this department. Mr. James J. Tracy is superintendent of the archives division.

The employees in most of the divisions of the department are appointed according to civil service rules and regulations. The clerks in the election division are almost all temporary, as the work does not continue throughout the year. Certain of the employees in the public document shipping room are also not subject to the civil service requirements.

4. *Organization, Classes of Officials and Employees and Rates of Compensation.*

Certain of the employees in this department work under the Secretary's personal direction; the others are organized in six divisions, of which the deputy secretaries each have charge of two, the officials in charge of the other divisions being directly responsible to the Secretary. A considerable number of the employees of the department are not confined to the work of a single division, but assist in the various divisions as the business of the office requires.

The principal divisions and the number of officials and employees in each on Aug. 1, 1913, are shown in the following outline: —

Secretary of the Commonwealth, private secretary, cashier, etc.,	5
I. First deputy secretary and clerks,	5
A. Election division, clerks and stenographers,	31
B. Vital statistics division, clerks, etc.,	11
II. Second deputy secretary and clerk,	2
A. Corporation division, clerks,	9
III. Superintendent, archives division, clerks, etc.,	4
IV. Document clerk and messenger,	2
V. Shipping clerk, shippers, etc.,	6
Total number of officials and employees,	75

The classes of officials and employees in each division of the department, and the rates of their compensation on Aug. 1, 1913, appear in the following statement: —

Secretary of the Commonwealth,	1 at \$5,000.00 yr. ¹
Private secretary,	1 at 1,200.00 yr.
Commission clerk,	1 at 1,500.00 yr.
Cashier,	1 at 1,200.00 yr.
Messenger,	1 at 720.00 yr.
I. First deputy secretary,	1 at 4,000.00 yr.
Clerk ² (temporary),	1 at 150.00 mo.
Clerks, ²	2 at 1,100.00 yr.
Clerk, ²	1 at 1,000.00 yr.
A. Election division. ³	
Clerks,	1 at 25.00 wk.
"	5 at 20.00 wk.
"	2 at 18.00 wk.
"	18 at 15.00 wk.
Stenographers,	1 at 16.00 wk.
"	1 at 15.00 wk.
"	3 at 12.00 wk.
B. Vital statistics division.	
Clerks,	1 at 1,200.00 yr.
"	1 at 1,000.00 yr.
"	2 at 950.00 yr.
"	2 at 900.00 yr.
"	1 at 850.00 yr.
Clerks (two on indexing),	3 at 820.00 yr.
Messenger,	1 at 480.00 yr.
II. Second deputy secretary, ⁴	1 at 3,000.00 yr.
Clerk (engrossing, requisitions, etc.),	1 at 1,200.00 yr.
A. Corporation division.	
Clerks,	1 at 1,200.00 yr.
"	2 at 1,200.00 yr.
"	1 at 1,100.00 yr.
"	1 at 900.00 yr.
"	4 at 800.00 yr.
III. Superintendent, archives division,	1 at 2,000.00 yr.
Clerks,	2 at 1,200.00 yr.
Stenographer,	1 at 800.00 yr.
IV. Document clerk,	1 at 1,200.00 yr.
Messenger,	1 at 780.00 yr.
V. Shipping clerk,	1 at 1,200.00 yr.
Clerk,	1 at 1,200.00 yr.
Shippers,	3 at 780.00 yr.
Shipper (temporary),	1 at 15.00 wk.

¹ Subsequently increased to \$6,000.

² These clerks work under the direction of both deputy secretaries, as the business of the department requires.

³ All employees in this division are temporary.

⁴ See note as to clerks under first deputy secretary.

TREASURER AND RECEIVER-GENERAL.

1. *General Information.*

(a) The department was established at the adoption of the State Constitution in 1780.

(b) Office located in the State House, Boston.

(c) Number of officials and employees on July 1, 1914, was 19.

(d) Appropriation for expenses for 1914 was \$41,500 (including \$1,500 for preparation, advertising and issuance of bonds).

2. *Functions, Powers and Duties.*

The functions of the Treasurer and Receiver-General's department are the receipt and payment of State moneys, investment of sinking funds, computation of sinking fund requirements, assessment of costs of metropolitan park and water systems upon the cities and towns in such systems, distribution of income of Massachusetts School Fund, custody of trust and other special funds.

3. *Control and Management.*

Control and management of this department are exercised by the Treasurer and Receiver-General, who is elected annually. By constitutional provision, he may not serve for more than five successive years. His salary is \$5,000 per annum. The present Treasurer is Hon. Frederick W. Mansfield of Boston. The Treasurer and Receiver-General is also a member of the State Board of Retirement, the Board of Bank Incorporation, the Board of Tax Appeals, the Board of Commissioners of the Massachusetts School Fund, and of the State House Commission.

The Treasurer personally directs the work of the department, being assisted by the deputy treasurer, who performs such duties as the Treasurer may assign, and who acts for the treasurer during that official's absence. The deputy is appointed and his salary fixed by the Treasurer with the consent of the Governor and Council. The present deputy treasurer is Mr. Henry S. Bridge, whose salary is \$3,000 per annum. The Treasurer and Receiver-General (except as above noted) makes all appointments and discharges in his department, the employees not being subject to civil service rules and regulations.

4. *Organization, Classes of Officials and Employees and Rates of Compensation.*

The classes of officials and employees in the Treasurer and Receiver-General's department, together with the rates of compensation on Aug. 1, 1913, are shown in the following outline: —

Treasurer and Receiver-General,	1 at \$5,000.00 yr.
Deputy treasurer,	1 at 3,000.00 yr.
Cashier,	1 at 2,500.00 yr.
Accountant,	1 at 2,500.00 yr.
Assistant to accountant,	1 at 1,500.00 yr.
Receiving teller,	1 at 2,000.00 yr.
Assistant receiving teller,	1 at 1,500.00 yr.
Paying teller,	1 at 2,000.00 yr.
Assistant paying teller,	1 at 1,500.00 yr.
Bond clerk,	1 at 1,800.00 yr.
Fund clerk,	1 at 1,500.00 yr.
Warrant clerk,	1 at 1,200.00 yr.
Record clerk,	1 at 1,000.00 yr.
Extra clerks,	2 at 900.00 yr.
" "	2 at 720.00 yr.
Stenographer,	1 at 1,200.00 yr.
Messenger,	1 at 1,000.00 yr.

Total number of officials and employees, . . . 19

AUDITOR OF THE COMMONWEALTH.

1. *General Information.*

(a) The office of the Auditor of Accounts was created by chapter 56, Acts of 1849. By chapter 597, Acts of 1908, the title was changed to "Auditor of the Commonwealth."

(b) Office located in State House, Boston.

(c) Number of officials and employees July 1, 1914, was 19.

(d) Appropriation for expenses for 1914 was \$44,700.

2. *Functions, Powers and Duties.*

The functions of the Auditor's department are: —

(a) To compile and publish the estimates of all State departments, institutions and undertakings relating to their requests for appropriations, with information pertinent thereto.

(b) To examine accounts and demands against the Commonwealth submitted for payment.

(c) To prepare certificates for payments to be made from the treasury.

(d) To keep a distinct account or record of all receipts and expenditures.

(e) To supervise and control accounts in all departments.

(f) To measure the State printing.

(g) To verify lists of employees given in Public Document 90, printed annually.

(h) To prepare an annual report giving information as to State finances.

The powers of the department include authority to prescribe, regulate and make changes in methods of keeping and rendering accounts, to see that such accounts are properly maintained, and that all items are correctly allocated between capital receipts and disbursements and operating revenue and expense. The department has authority to establish in other State departments and in institutions a proper system of accounts to be uniform as far as practicable. It is required to establish a system of accounting for stores, supplies and materials, and where necessary, to provide for a continuing inventory thereof; and may inquire into the methods of purchasing and handling such stores, supplies and materials.

3. *Control and Management.*

The management of the department is vested in the Auditor, who is elected annually by the voters of the Commonwealth. The present Auditor of the Commonwealth is Hon. Frank H. Pope of Leominster. The salary of this official is \$5,000 per annum. The Auditor is also ex officio a member of the Board of Appeals on Tax Decisions and the Commission on Gratuities. He is assisted in the management of the department by the deputy and second deputy.

The deputy auditor is appointed by the Auditor with the advice and consent of the Governor and Council. He performs such duties as are assigned him by the Auditor and, in the absence of the Auditor, performs the duties of the office. His salary, which is fixed by the Auditor with the approval of the Governor and Council, is \$4,000 per annum. The present deputy is Mr. William D. Hawley of Malden. The law provides that he shall serve as clerk to the house committee on ways and means. The deputy may be removed from office for cause at any time by the Auditor, with the consent of the Governor and Council.

The second deputy is also appointed by the Auditor with the consent of the Governor and Council, and in the absence of the

Auditor or the first deputy he performs the duties of their respective offices. His salary is \$3,000 a year. The present second deputy is Mr. Carl A. Raymond of Melrose, who has general supervision of the work of the office.

The auditor is also required to appoint, subject to the approval of the Governor and Council, a supervisor of accounts, whom he may "remove from office for cause at any time, with the consent of the Governor and Council." This officer is given authority, under the direction of the Auditor, to direct and control all accounts in all departments.

All other employees in the office are appointed by the Auditor according to civil service rules and regulations, and may be removed only in conformity with such rules and regulations.

4. *Organization, Classes of Officials and Employees and Rates of Compensation.*

The officials and employees in the Auditor's department are organized in two main groups or divisions, the officials in charge of each being directly responsible to the Auditor.

The classes of officials and employees in each group or division, and the rates of their compensation on Aug. 1, 1913, are shown in the following statement: —

Auditor,	1 at \$5,000.00 yr.
I. Deputy auditor,	1 at 4,000.00 yr.
Second deputy,	1 at 3,000.00 yr.
A. Clerks and stenographers: ¹ —	
First analysis clerk,	1 at 1,800.00 yr.
Clerk (voucher examiner),	1 at 1,100.00 yr.
Index clerk and voucher examiner,	1 at 1,100.00 yr.
Clerk (voucher examiner),	1 at 1,000.00 yr.
Stenographers,	2 at 1,300.00 yr.
Index stenographer (temporary),	1 at 60.00 mo.
Messenger and clerk,	1 at 800.00 yr.
B. First clerk,	1 at 2,500.00 yr.
C. Second clerk,	1 at 2,400.00 yr.
Bookkeeper (revenue),	1 at 1,800.00 yr.
Substitute bookkeeper,	1 at 1,100.00 yr.
D. Expert, measuring State printing,	1 at 1,500.00 yr.
II. Supervisor of accounts,	1 at 2,500.00 yr.
Assistant supervisor,	1 at 2,200.00 yr.
Total number of officials and employees,	18

¹ The clerks and stenographers are assigned to any one of several classes of work as occasion demands, and thus at different times work under the immediate direction of different officials.

DEPARTMENT OF THE ATTORNEY-GENERAL.

1. *General Information.*

(a) The department was established at the adoption of the State Constitution in 1780, but Attorneys-General and Solicitors-General had been serving since 1686.

(b) Office located in the State House, Boston.

(c) Number of officials and employees on July 1, 1914, was 15.

(d) Appropriation for expenses for 1914 was \$91,074.94. Of this amount \$17,500 was appropriated for expenses of litigation between the Commonwealth and the Haverhill Gas Light Company.

2. *Functions, Powers and Duties.*

The Attorney-General appears for the Commonwealth, the Secretary, the Treasurer and Receiver-General, the Auditor and for State boards and commissions in all suits and other civil proceedings in which the Commonwealth is a party, or interested, or in which the official acts and doings of said officers are called in question, in all courts of the Commonwealth, and in such suits and proceedings before any other tribunal when requested by the Governor or by the General Court or either branch thereof. All legal services required by such officers, boards and commissions in matters relating to their official duties are rendered by the Attorney-General, or under his direction.

He also consults with and advises the district-attorneys in matters relating to their duties and, if the public interest so requires, he may assist and appear for the Commonwealth in the trial of indictments for capital crimes.

He is empowered to enforce the due application of funds given or appropriated to public charities within the State, to prevent breaches of trust in the administration thereof, and, if necessary, to prosecute corporations which fail to make to the general court the returns required by law.

He gives opinions upon questions of law submitted to him by the Governor and Council or by either branch of the General Court. He, or some person designated by him, upon request of a majority of a legislative committee, is required to appear before such committee and advise it upon the legal effect of proposed legislation pending before it.

He also has authority —

(a) To bring action in the name of the Commonwealth against

a corporation or any officer thereof to restrain monopolies, discrimination in the sale of articles in common use, etc.

(b) To file with the Supreme Court informations in equity in order to restrain by injunction corporations from doing business not authorized by their charters.

(c) To institute, upon information given by the Bank Commissioner, prosecutions for violations of the banking law.

(d) To file informations in equity to recover the penalty imposed by law upon any person who breaks up or removes a wrecked or abandoned vessel without securing the required license from the Harbor and Land Commission.

(e) To institute and prosecute proceedings for enforcement of the act which requires cities and towns receiving water from the metropolitan water supply to equip their water services with meters.

(f) To approve town by-laws, as is required before such by-laws can take effect.

(g) To pass, in certain cases, upon proposed settlements of taxes on collateral legacies or successions, or on future interests in legacies or successions, which may be effected by the Treasurer and Receiver-General if the Attorney-General approves.

(h) To act with the Tax Commissioner in recommending abatements by the Board of Appeal of unpaid and uncollectible taxes assessed on the corporate franchises of domestic corporations, after the expiration of five years from the date of certification of such taxes to the Treasurer and Receiver-General.

(i) To pass upon conveyances of and titles to all land purchased for reforestation or experiment in forest management.

(j) To bring action against savings bank corporations which fail to pay the fee required for examination and audit of their books by the Bank Commissioner, in order to recover such fee.

(k) To take cognizance of all violations of law or of court orders which affect the general welfare, including combinations in restraint of trade, etc., and to institute or cause to be instituted before the proper tribunal, criminal or civil proceedings to punish such violations.

(l) To investigate, if the Governor so requires, the grounds of any demand made by the authorities of another State for the extradition of a fugitive from justice, or of any application made to the Governor for the extradition from another State of a

fugitive from justice in this State, and to report to the Governor all material facts, with an abstract of the evidence, and in case of a person demanded, with an opinion as to the legality or expediency of complying with the demand.

He annually reports to the General Court the cases tried, argued or conducted by him during the year, with suggestions and recommendations as to the amendment and the proper and economical administration of the laws. With the approval of the Governor and Council he prepares and publishes such reports of capital trials as he deems expedient for public use. He also renders an account to the Treasurer for all fees, etc., received by him in connection with his duties.

3. *Control, Direction and Management.*

Control and direction of this department are exercised by the Attorney-General who is elected annually. The present Attorney-General is Hon. Thomas J. Boynton of Everett. The salary of the Attorney-General is \$7,000 per annum. He is assisted in the legal work of the department by six assistant attorneys-general and a law clerk.

In 1908 the Attorney-General was authorized to employ an engineer to examine the plans submitted for the abolition of grade crossings, etc. In June, 1908, an engineer was appointed, being retained until Jan. 1, 1914, when he became the engineer of the Public Service Commission.

The office of this department is in charge of a chief clerk who is appointed by the Attorney-General, and is not subject to civil service rules and regulations. The present chief clerk is Mr. Louis H. Freese, whose salary is \$2,500 per annum. On routine matters he acts as the executive officer of the department. Only five employees of the department are subject to civil service regulations, — three stenographers, one clerk and one messenger.

4. *Organization, Classes of Officials and Employees and Rates of Compensation.*

The officials and employees in this department are organized in four main groups or divisions, the principal official in each being directly responsible to the Attorney-General. The number of officials and employees in each group on Aug. 1, 1913, is shown in the following outline: —

Attorney-General,	1
I. Assistant attorneys-general, ¹	4
II. Law clerk,	1
III. Engineer for grade crossings, and assistant,	2
IV. Chief clerk, stenographers, etc.,	9
<hr/>	
Total number of officials and employees,	17

The classes of officials and employees in each group or division, and the rates of their compensation on Aug. 1. 1913, are shown in the following statement: —

Attorney-General,	1 at \$7,000.00 yr.
I. Assistant attorney-general, ¹	1 at 4,500.00 yr.
" " " 	1 at 4,000.00 yr.
" " " 	1 at 3,500.00 yr.
" " " 	1 at 2,750.00 yr.
II. Law clerk (temporary),	1 at 140.00 mo.
III. Engineer, ² grade crossings (temporary),	1 at 3,600.00 yr.
Special assistant (temporary),	1 at 50.00 wk.
IV. Chief clerk,	1 at 2,500.00 yr.
Stenographers,	1 at 1,300.00 yr.
" 	1 at 1,200.00 yr.
" 	1 at 600.00 yr.
Clerk,	1 at 1,200.00 yr.
Messenger,	1 at 1,200.00 yr.
Telephone operator,	1 at 480.00 yr.
Office boy,	1 at 5.00 wk.
Office boy (temporary),	1 at 5.00 wk.

COMMISSION ON ECONOMY AND EFFICIENCY.

1. *General Information.*

(a) This commission was established by chapter 719, Acts of 1912, and reorganized by chapter 698, Acts of 1914.

(b) Office located in State House, Boston.

(c) Number of officials and employees on Aug. 15, 1914, was 14.

(d) Appropriation for expenses for 1914 was \$35,130.

¹ Since Aug. 1, 1913, two additional assistant attorneys-general have been employed, each at a salary of \$1,800 a year.

² Entered employ of Public Service Commission as engineer on Jan. 11, 1914.

2. *Functions, Powers and Duties.*

(a) The law provides that the duty of the commission shall be to inquire into the laws governing the financial transactions of the Commonwealth, and to study into the possibility of promoting greater economy, efficiency and utility in the transaction of the business of the Commonwealth by any changes in such laws, by the reorganization, consolidation or co-ordination of departments and institutions, by different methods of administration, by classification of employees, by fixing maximum and minimum salaries, by standardizing vacations, by organizing a central purchasing agency or department, by the substitution of the budget method of appropriating money or by any other means, and it shall report thereon from time to time to the Governor and Council and to the General Court, if it is in session.

The commission is also required by law to examine the appropriation estimates of the various departments which have been submitted to it by the Auditor, and report to the General Court such recommendations and suggestions as to the appropriations requested or the method of raising money for the same as it may deem expedient.

On request of either branch of the General Court, or of the ways and means committee of either branch, or of the Governor, or of the committee on finance of the Governor's Council, it is the duty of the commission to make a special examination of any matter affecting the management or finances of any department, and on request to give any information in its possession to either branch of the General Court, or to the ways and means committee of either branch, or to the Governor.

The commission is authorized to make, on its own initiative, a special examination of the management or finances of any of the departments, and may report thereon from time to time to the Governor and Council and to the General Court, if it is in session. By chapter 157, Resolves of 1914, it was required to investigate and report upon the advisability of replacing sinking fund bonds with serial bonds in funding the State debt.

3. *Control and Direction.*

The work of the Commission on Economy and Efficiency is under the control and direction of three commissioners who must be qualified voters of the Commonwealth. They are appointed by the Governor with the advice and consent of the

Council, and may be removed in the same manner. They are required to devote their whole time to the service of the Commonwealth, and to hold no other office and engage in no other occupation.

After the expiration of the terms of those first appointed, the members of the commission will hold office for three years, one member being appointed each year. The chairman is designated by the Governor and holds that office at the Governor's pleasure. He receives a salary of \$5,000 a year, and each of the other members of the commission receives \$4,500 annually.

The work of the department is performed either by the commissioners themselves or under their personal direction.

The present members of the commission, their residences and the year in which their respective terms expire, are as follows: —

Francis X. Tyrrell, *Chairman*, Chelsea, 1917.
 Thomas W. White, Newton, 1916.
 Russell A. Wood, Cambridge, 1915.

4. *Management.*

The immediate charge of the assistants and employees is vested in a secretary, who is appointed by the commission. He is responsible to, and may be removed from office by, the commission, subject to civil service regulations. The present secretary is Mr. Ernest H. Maling, salary \$3,000 per annum.

The assistants and employees submit weekly reports of the actual time employed and class of work performed, and when assigned to work away from the office submit daily work and time reports. The commissioners appoint and discharge all employees subject to civil service regulations.

The compensation of the officials and employees of the Commission on Economy and Efficiency is shown in the following summary: —

Chairman,	1 at \$5,000.00 yr.
Commissioners,	2 at 4,500.00 yr.
Secretary,	1 at 3,000.00 yr.
Assistant secretary,	1 at 1,200.00 yr.
Attorney,	1 at 2,000.00 yr.
Special investigator,	1 at 1,600.00 yr.
Special agent,	1 at 5.00 day.
Clerk,	1 at 1,080.00 yr.
"	1 at 1,000.00 yr.
Stenographers,	2 at 1,050.00 yr.
"	2 at 840.00 yr.

THE STATE BALLOT LAW COMMISSION AND BOARD OF VOTING MACHINE EXAMINERS.

1. *General Information.*

(a) The State Ballot Law Commission as now organized was created by chapter 383, Acts of 1896. Section 7 of chapter 436, Acts of 1888, provided that objections to certificates of nomination, nomination papers, etc., and other questions relating to nominations for State offices should be decided by the Secretary of the Commonwealth, the Auditor and the Attorney-General. This provision was changed by section 5, chapter 436, Acts of 1890, which created a Board of Ballot Law Commissioners, to consist of the Secretary, the Attorney-General and three other persons appointed by the Governor, subject to confirmation by the Council, for one year. These previous enactments were repealed by chapter 383, Acts of 1896, above mentioned.

(b) The commission has no regular office, but holds its hearings at the State House. The chairman's office is Room 635, 73 Tremont Street, Boston.

(c) The commission had no employees beside its members on July 1, 1914.

(d) The appropriation for the expenses of the commission in 1914 was \$3,500, of which \$1,500 was for extra compensation to the commissioners for service as the Board of Voting Machine Examiners.

2. *Functions, Powers and Duties.*

The law requires that "Objections to nominations for state offices, and all other questions relating thereto, shall be considered by the state ballot law commission." (Acts of 1913, chapter 835, section 205.) The commission has similar authority in regard to objections to nomination papers for candidates to be voted for at State or presidential primaries. The decision of a majority of the commission upon any matter within its jurisdiction is final.

The commission also constitutes the State Board of Voting Machine Examiners, and as such is charged with the duty of examining voting machines, ballot boxes and counting apparatus. It is required to file with the Secretary of the Commonwealth its approval of such as in its judgment conform to the requirements of law. If after approval any machine, ballot box or

other apparatus ceases in the opinion of the commission to conform to the requirements of the law, the commission notifies the Secretary of the Commonwealth, and the use of the article in question is discontinued until it again meets the requirements fixed.

The commission is authorized to make regulations for the use of the voting machines, ballot boxes and counting apparatus which it approves. The arrangement of names and questions on voting machines is required to be the same as on the official ballot, except that when in the opinion of the commissioners this is not practicable the commissioners determine the arrangement.

3. *Control and Management.*

Direction of the work of the commission is vested in the commission itself, which consists of three members, one of whom is each year appointed in June or July by the Governor, subject to confirmation by the Council, for a term of three years. Any member may also be removed by the Governor, with the consent of the Council.

No member of the commission may hold any public office except that of justice of the peace or notary public, or be a candidate for public office, or a member or employee of any political committee. There must always be on the commission a member of each of the two leading political parties in the State. The decision of a majority of the members of the commission upon any matter within its jurisdiction is final.

In its capacity as the Board of Voting Machine Examiners, the commission is authorized to employ, for the purpose of examination, not more than three expert machinists at a cost not exceeding \$10 per day for each. On Aug. 1, 1914, however, no persons were employed by the commission in any capacity.

The total expenditures of the commission are limited by law to \$2,000 annually. Each member ordinarily receives a yearly compensation of \$500, but in 1914 each member was allowed \$500 additional for service on the Board of Voting Machine Examiners.

The members of the commission on Aug. 1, 1914, and the years in which their respective terms expire, were as follows: —

Henry V. Cunningham, *Chairman*, Boston, 1916.
Francis W. Estey, *Secretary*, Boston, 1915.
Malachi L. Jennings, Boston,¹ 1914.

¹ Since reappointed; term expires Aug. 1, 1917.

CIVIL SERVICE COMMISSION.

1. *General Information.*

- (a) The commission was established by chapter 320, Acts of 1884.
- (b) Office located in State House, Boston.
- (c) Number of officials and employees July 1, 1914, was 35.
- (d) Appropriation for expenses for 1914 was \$65,466.68.

2. *Functions, Powers and Duties.*

The function of the commission is to regulate the selection of persons for appointive positions and for labor employment in the service of the State and the cities and towns thereof. The following officials and employees are not affected as to their selection or appointment by civil service rules: judicial officers and officers elected by the people or by a city council or whose appointment is subject to confirmation by the executive council or city council of any city; officers elected by either branch of the General Court and their appointees; heads of principal departments of the State or city; employees in the State Treasurer's department; employees in the Bank Commissioner's department; treasurer and collector of taxes of any city; two employees of the city clerk of any city; public school teachers; the secretaries and confidential stenographers of the Governor or of the mayor of any city; police and fire commissioners and chief marshals or chiefs of police and fire departments, but the rules apply to members of police and fire departments.

Many positions now held by mechanics, laborers, nurses, attendants and persons performing domestic service in State institutions are legally within the authority of the Civil Service Commission, but are not yet filled from lists of eligibles established by that commission.

The commission investigates and approves or disapproves the appointments of the mayor of Boston to heads of departments and of the selectmen of Stoneham to the superintendent of public works.

The pay rolls of Boston are certified by the commission, and the pay rolls of other cities in the Commonwealth are inspected.

The law does not give the commission any power of appointment, but it does give the authority to regulate the manner and method of appointment. The law seeks to aid appointing officers in securing efficient public service.

3. *Control and Direction.*

Control and direction over the work are vested in the commission, consisting of a chairman and two members, who are appointed by the Governor and Council for a term of three years, and who may be removed from office by them. The chairman is designated by the Governor. Appointments are made so that not more than two commissioners are members of the same political party. The names and addresses of the commissioners on Nov. 1, 1914, with the dates of expiration of their respective terms, were as follows:—

Thomas F. Boyle, *Chairman*, Boston, July, 1917.

Harvey N. Shepard, Boston, July, 1918.

Elmer L. Curtiss, Hingham, July, 1915.

They hold two regular meetings each week, and one of the commissioners is at the office of the commission on the afternoons when no meeting is held.

4. *Management.*

The management and immediate charge of the department are vested in a secretary and, in part, in four officials in charge of divisions of work, who are appointed by the commission for an indefinite term. The secretary is responsible to and may be removed from office by the commission. He is the executive officer of the commission, through whom its orders are transmitted. The present secretary is Mr. Warren P. Dudley, whose salary is \$3,500 per annum.

The officials immediately in charge of the main divisions of the office are:—

(1) Chief examiner, who has charge of the work of examinations.

(2) Physical inspector, in charge of the physical examination of applicants for positions in the classified service.

(3) Registrar of Labor, in charge of the registration and certification of laborers and mechanics.

(4) Pay-roll inspector, who inspects pay rolls to determine whether persons are being employed in accordance with the civil service law and rules.

These officials are responsible to and may be removed from office by the commission. The appointment of all officials and employees in the commission's office and any discharge must have the approval of the commission.

5. *Organization, Classes of Officials and Employees and Rates of Compensation.*

The Civil Service Commission is organized into five main groups or divisions, the official in charge of each being directly responsible to the commission. The titles of the officials in charge of the divisions, with the number of officials and employees in each division on Aug. 1, 1913, are shown in the following summary:—

Civil Service Commissioners,	3
I. Secretary,	12
II. Chief examiner,	6
III. Physical inspector,	1
IV. Registrar of Labor,	3
V. Pay-roll inspector,	4
<hr/>	
Total number of officials and employees,	29

The classes of officials and employees, together with the rates of compensation on Aug. 1, 1913, are shown in the following outline:—

Chairman,	1 at \$2,500.00 yr.
Commissioners,	2 at 2,000.00 yr.
I. Secretary,	1 at 3,000.00 yr. ¹
First clerk, assistant to secretary,	1 at 1,800.00 yr.
Clerk,	1 at 1,200.00 yr.
" "	1 at 900.00 yr.
Clerk and messenger,	1 at 900.00 yr.
Clerks,	2 at 780.00 yr.
" "	1 at 660.00 yr.
Stenographer,	1 at 1,000.00 yr.
Stenographers and clerks,	1 at 780.00 yr.
" " "	2 at 720.00 yr.
II. Chief examiner,	1 at 3,000.00 yr. ¹
Deputy chief examiner,	1 at 2,200.00 yr.
Clerks,	1 at 900.00 yr.
" "	2 at 780.00 yr.
Stenographer and clerk,	1 at 780.00 yr.
III. Physical inspector,	1 at 2,500.00 yr.
IV. Registrar of Labor,	1 at 2,000.00 yr.
Clerk,	1 at 900.00 yr.
Stenographer and clerk,	1 at 780.00 yr.
V. Pay-roll inspector,	1 at 1,800.00 yr.
Pay-roll inspector (also assists physical inspector),	1 at 1,100.00 yr.
Clerk,	1 at 780.00 yr.
" "	1 at 540.00 yr.

¹ Since increased to \$3,500 a year.

BOARD OF RETIREMENT.

1. *General Information.*

(a) The Board of Retirement was established by chapter 532, Acts of 1911.

(b) Office located in State House, Boston.

(c) Number of officials and employees, July 1, 1914, was 8.

(d) Appropriation for expenses for 1914 was \$8,000; \$27,500 additional was appropriated to provide for the necessary annuity funds and pensions of retired State employees.

2. *Functions, Powers and Duties.*

The functions of the State Board of Retirement under the law are to enroll all permanent and regular State employees, not eligible to a pension under some special act, in the membership of the State Retirement Association, and to make deductions from the salaries or wages of all members as contributions towards their retirement allowance. These deductions are kept as a deposit and are credited with interest at the rate of 3 per cent. per annum, compounded semiannually. The Board refunds the accumulated deposits of deceased members to such persons as are entitled to receive same, and refunds the deposits of members who leave the service before being entitled to a pension. The Board retires all members of the association who have reached the age of seventy (the compulsory age of retirement) and any members whose voluntary or involuntary retirement is provided for by law.

A contract is made with each retired member by the issuance of a policy binding the Commonwealth, at the hands of the Board of Retirement, to pay to the retired member a certain annual allowance during the remainder of his or her life. The member, by contributing a percentage of his salary or wages, together with the interest accumulations thereto, is purchasing for himself a future annuity which will be paid monthly. This annuity, plus a pension of like amount paid by the State, is the retirement allowance, unless the amount thus figured is less than the minimum of \$200, as provided by law, in which case the State is obliged to contribute such amount as is required to provide the minimum payment.

The association includes in its membership all persons employed at the various institutions whose retirement is not pro-

vided for under some special act, also employees in the metropolitan district service. The Board has appointed as its agents the various disbursing officers of the institutions, to make deductions from the salaries of members. A detailed report, accompanied by a check covering the amount of the deduction, is made monthly by these officers. The Board reimburses the institution on the basis of 3 cents a deduction where the number of deductions is less than 100, and 2½ cents for each deduction where the number exceeds 100. All work other than making deductions is done in the office of the Board. There was expended for the services of the institutional officers during the fiscal year 1913 the sum of \$1,822.75.

The following offices and institutions make deductions for the Board: —

Boston State Hospital.
Boys' Parole Department.
Bridgewater Normal School.
Commission for the Blind.
Danvers State Hospital.
District Police.
Fitchburg Normal School.
Foxborough State Hospital.
Framingham Normal School.
Gardner State Colony.
Girls' Parole Department.
Hyannis Normal School.
Industrial School for Boys.
Industrial School for Girls.
Lakeville State Sanatorium.
Lowell Normal School.
Lyman School for Boys.
Massachusetts Hospital School.
Massachusetts Nautical School.
Massachusetts Reformatory.
Massachusetts School for the Feeble-minded.

Medfield State Hospital.
Monson State Hospital.
Norfolk State Hospital.
North Adams Normal School.
Northampton State Hospital.
North Reading State Sanatorium.
Prison Camp and Hospital.
Reformatory for Women.
Rutland State Sanatorium.
Salem Normal School.
State Farm.
State Infirmary.
State Prison.
Taunton State Hospital.
Westborough State Hospital.
Westfield Normal School.
Westfield State Sanatorium.
Worcester Normal School.
Worcester State Asylum.
Worcester State Hospital.
Wrentham State School.

3. *Control and Direction.*

Control over the work is vested in the Board of Retirement, consisting of three unpaid members, as follows: the State Treasurer, a member of the retirement association elected by the members thereof and the third member chosen by the other two. The present members are Hon. Frederick W. Mansfield, Mr. Carl A. Raymond and Mr. Charles A. Andrews. The regular term of the two elected members is three years. The members of the Board do not receive any compensation for services on

this Board, but are reimbursed out of the contingent fund for any expense or loss of salary or wages which they may incur through service on the Board. All claims for reimbursement on this account are subject to the approval of the Governor and Council. No payments have been made, however, to the Board.

The State Treasurer has charge and control of the funds of the association, subject to the approval of the Board of Retirement. In January of each year the Treasurer files in the office of the Insurance Commissioner a sworn statement, showing the financial condition of the retirement system and its financial transactions for the year.

4. *General Supervision and Audit.*

General supervision is exercised by the Insurance Commissioner, who prescribes and supervises the methods of bookkeeping of the retirement association. Once a year the Insurance Commissioner, either personally or by deputy or assistant, thoroughly inspects and examines the affairs of the retirement association, to ascertain its financial condition, its ability to fulfill its obligations, whether parties interested have complied with the provisions of law applicable to the retirement association, and whether the transactions of the Board of Retirement have been in accordance with the rights and equities of those in interest.

5. *Management.*

Management and immediate charge of the department are vested in the chief clerk, who is appointed and may be removed by the Board subject to civil service rules and regulations. The present chief clerk is Mr. Lloyd A. Foye, whose salary is \$1,200 per annum. The Board appoints all clerical and other assistants under civil service rules.

6. *Classes of Officials and Employees and Rates of Compensation.*

The classes of officials and employees in this department, and their rates of compensation on Aug. 1, 1913, were as follows:—

Chairman and commissioners,	3 ¹
Chief clerk and bookkeeper,	1 at \$1,200.00 yr. ²
Clerk,	1 at 900.00 yr.
“	1 at 720.00 yr.
Stenographer,	1 at 720.00 yr.
Stenographer and clerk (temporary employee),	1 at 600.00 yr.

¹ No compensation.

² Since increased.

DEPARTMENT OF THE TAX COMMISSIONER AND COMMISSIONER OF CORPORATIONS.

1. *General Information.*

(a) In 1865 the Treasurer and Receiver-General was constituted Tax Commissioner, with power to appoint a deputy to perform the duties of that office. In 1870 the Deputy Tax Commissioner was made Commissioner of Corporations. By chapter 160, Acts of 1890, the department of the Tax Commissioner was established as an independent department and the Tax Commissioner was also designated to serve as Commissioner of Corporations.

(b) Office located in State House, Boston.

(c) Number of officials and employees July 1, 1914, was 60.

(d) Appropriation for expenses for 1914 was \$104,500.00.

2. *Functions, Powers and Duties.*

The functions of the Tax Commissioner's office are: —

1. The taxation of corporations of various classes such as railroads, street railways, gas and electric light companies, telephone and telegraph companies, trust companies, water companies, insurance companies, savings banks, domestic business corporations and foreign corporations.

2. The adjustment of national bank taxes as between all cities and towns and the Commonwealth, and the distribution of corporation taxes to cities and towns.

3. The assessment upon gas and electric light companies of the expenses of the Board of Gas and Electric Light Commissioners, as determined by the Auditor upon the basis of appropriations made by the Legislature.

4. The equalization of assessments made by the various cities and towns, including the addition to the local assessment of such taxable property as the Tax Commissioner has discovered to have escaped taxation, and the establishment of the basis upon which State and county taxes are levied.

5. The determination of the amounts to be paid by the State to cities and towns as reimbursement for loss of taxes on land owned by the State and used for the purpose of public institutions.

6. The taxation of inheritances, involving the interpretation of the will, the valuation by officers of this department of all property appearing in the estate of deceased persons, the examination

of the probate records in all counties of the State, the determination of the amount of the tax in each case, and the certification of the amount of the tax to the proper representative of the estate.

7. Supervision of local boards of assessors and of collectors of taxes of the various cities and towns, which includes instruction as to uniformity of methods of assessment, ways of discovering taxable property, methods and justification for abatement, methods of entering upon assessment books the property assessed, and instruction as to all questions concerned with the duties of assessors and collectors. This work also includes the furnishing to assessors of all information reaching the department, which information will assist assessors, such as probate records and reports made by corporations, trustees, etc. The department compiles and publishes statistics relating to local assessments as reported to this department by assessors of the various cities and towns.

The Tax Commissioner in his capacity of Commissioner of Corporations performs the following duties: the examination of all papers relating to the organization of corporations of various classes, their amendment and the change of their capital stock, and the examination of their annual reports; the approval of such papers when found to be made in accordance with law, and the filing of the same in the office of the Secretary of State. Also, the approval of issues of capital stock and bonds at appraised values by certain classes of corporations. The Commissioner of Corporations is also a member of the Board of Bank Incorporation, which Board passes upon questions relating to the establishment of trust companies, savings banks, co-operative banks and credit unions.

The Board of Appeal, composed of the Treasurer and Receiver-General, the Auditor of the Commonwealth and a member of the Governor's Council, hears cases of appeal from decisions of the Tax Commissioner with reference to the taxation of corporations.

The work of this department is very closely connected with the work of other State departments, notably, the Treasurer and Receiver-General with reference to taxes; the Attorney-General, to whose office are referred the corporations, trustees, executors and administrators who are delinquent in filing papers required by law, the Attorney-General then proceeding to compel filing; the Secretary of State in connection with corporate reports; the Insurance Commissioner, from whom is received information rela-

tive to insurance companies and agents in order to properly assess taxes; the Board of Health, which furnishes the services of an engineer in the few cases in which it is necessary to appraise the property of water companies as a basis for authorization to issue capital stock or bonds; the offices of the Probate Court in connection with taxation of inheritances.

The authority of the Tax Commissioner and Commissioner of Corporations over the work of the department is absolute, subject to appeal as to valuations either to the Board of Appeal constituted by law, or to the appraisers appointed by the Probate Court, or subject to the rulings of the Supreme Judicial Court in all matters of law in cases properly brought before said court.

3. *Control and Management.*

Control as well as management and immediate charge of the department are vested in the Tax Commissioner and Commissioner of Corporations. The present Tax Commissioner is Mr. William D. T. Trefry, whose salary is \$5,000 per annum. The Tax Commissioner is appointed by the Governor, with the approval of the Council, for a term of three years, and is responsible to and may be removed from office by the Governor. The Tax Commissioner is assisted by a first and a second deputy, whose duties and authority extend to all divisions of the department.

The department is divided into four divisions,—the corporation taxation division, the corporation organization and control division, the inheritance tax division and the supervision of assessors division. The two corporation divisions are in immediate charge of the first clerk, Mr. Edward D. Endicott, whose salary is \$2,500 per annum. The inheritance tax division is in immediate charge of the second assistant, Mr. George S. Hatch, whose salary is \$3,000 per annum. The supervision of assessors division is in immediate charge of the first assistant, Mr. Albert B. Fales, whose salary is \$3,000 per annum.¹

All the officials are appointed by the Tax Commissioner for an indefinite term, the first clerk only being subject to civil service regulations. These officials are responsible to the Tax Commissioner, and may be removed from office by him, with the consent of the Governor and Council, except the first clerk, who may be removed by the Tax Commissioner subject to civil service regulations. The authority of these different officials extends to

¹ Chapter 770, Acts of 1914, authorizes the Tax Commissioner to appoint a fourth assistant to carry out the law imposing an excise upon sales or transfers of stock in corporations.

the performing of the details of their respective duties, subject at all times to review and amendment by the Tax Commissioner or by either deputy commissioner for him. All matters coming before these several officials relating to the interpretation of law or the establishment of the policy of the department are submitted to and decided by the Commissioner or one of the deputies.

The Tax Commissioner has power to appoint and discharge all employees for his department, subject to civil service rules, with the exceptions above noted.

4. *Organization, Classes of Officials and Employees and Rates of Compensation.*

The officials and employees of the Tax Commissioner's department are divided into four main groups or divisions, the official in charge of each division being responsible to the Commissioner through the deputies. There are certain employees the main part of whose work is in one division, but who are connected with other divisions to a lesser degree. The names of the main groups or divisions, together with the number of officials and employees in each on Aug. 1, 1913, are shown in the following summary:—

Tax Commissioner and Commissioner of Corporations,	1
Deputies,	2
I. Corporation taxation division,	31
II. Corporation organization and control division,	2
III. Inheritance tax division,	20
IV. Supervision of assessors division,	7
<hr/>	
Total number of officials and employees,	63

The classes of officials and employees in each group, together with the rates of compensation on Aug. 1, 1913, are shown in the following statement:—

Tax Commissioner and Commissioner of Corporations,	1 at \$5,000.00 yr.
First deputy,	1 at 4,000.00 yr.
Second deputy,	1 at 3,000.00 yr.
I. Corporation taxation division:—	
First clerk in charge (also in charge of corporation organization and control division),	1 at 2,500.00 yr.
Second clerk (also assists in corporation organization and control division),	1 at 1,500.00 yr.
Stenographer (also assists in inheritance tax division),	1 at 1,200.00 yr.
Stenographer (also assists in inheritance tax division),	1 at 1,000.00 yr.

Stenographer (also assists in corporation organisation and control division),	1 at	\$600.00 yr.
Clerk (supervises in part work of some other clerks),	1 at	1,200.00 yr.
Clerk (also assists in corporation organization and control division),	1 at	1,200.00 yr.
File clerk for all divisions,	1 at	1,200.00 yr.
Clerk and cashier (supervises in part work of some other clerks),	1 at	1,080.00 yr.
Clerks (one also assists in corporation organization and control division),	2 at	1,000.00 yr.
Clerks,	1 at	900.00 yr.
"	8 at	840.00 yr.
"	2 at	780.00 yr.
"	1 at	720.00 yr.
"	4 at	660.00 yr.
Clerks (temporary employees),	3 at	600.00 yr.
Messenger,	1 at	420.00 yr.

II. Corporation organization and control division: —

First clerk in charge (also in charge of corporation taxation division and reported under No. I.).

Clerk,	1 at	1,200.00 yr.
Clerk and cashier,	1 at	1,080.00 yr.

(Four clerks and stenographers in corporation taxation division, reported above under No. I., also assist in this division.)

III. Inheritance tax division: —

A. Second assistant,	1 at	3,000.00 yr.
Clerk (actuarial work in part),	1 at	2,200.00 yr.
Probate clerk,	1 at	1,700.00 yr.
Probate examiner,	1 at	1,350.00 yr.
Clerks,	4 at	1,000.00 yr.
"	1 at	900.00 yr.
"	1 at	840.00 yr.
"	1 at	660.00 yr.
B. Third assistant,	1 at	2,500.00 yr.
Clerks,	1 at	1,000.00 yr.
"	1 at	840.00 yr.
"	3 at	780.00 yr.
"	2 at	660.00 yr.
Clerk (temporary employee),	1 at	600.00 yr.

(Two stenographers in corporation taxation division, reported above under No. I, also assist in this division).

IV. Supervision of assessors division: —

First assistant in charge,	1 at	3,000.00 yr.
Supervisors of assessors,	3 at	2,500.00 yr.
Stenographer,	1 at	840.00 yr.
Clerk,	1 at	780.00 yr.
"	1 at	600.00 yr.

BOARD OF APPEAL FROM DECISIONS OF TAX COMMISSIONER.

The Board of Appeal from decisions of the Tax Commissioner was established by chapter 283 of the Acts of 1865, and is composed of three members,— the Treasurer and Receiver-General, the Auditor and a member of the Governor's Council designated by the Governor. The Board hears the appeal of any party aggrieved by a decision of the Tax Commissioner relative to taxation or any other matter from which an appeal is given. Application for a hearing must be made to the Board within ten days after the notice of the decision of the Tax Commissioner. The Board then hears and decides the subject-matter of such appeal, and gives notice of its decision to the Tax Commissioner and the appellant. The Board's decision is final and conclusive, although payments have been made as required by the Commissioner's original decision. Any overpayment of tax as determined by a decision of the Board is reimbursed from the treasury of the Commonwealth.

Taxes assessed on the corporate franchises of domestic corporations which are unpaid and uncollectable may be abated by the Board of Appeal on the recommendation of the Attorney-General and Tax Commissioner, after the expiration of five years from the date of certification of such taxes to the Treasurer and Receiver-General.

The members of the Board of Appeal for 1914 are: —

Frederick W. Mansfield, Treasurer and Receiver-General.

Frank H. Pope, Auditor.

Hon. John J. Hogan, Councillor.

The clerk of the Board is Albert E. Taylor of Boston, third assistant and clerk in the office of the Tax Commissioner. The clerk is appointed annually by the Board. No compensation is paid the members or clerk of the Board. During 1913 the Board held nine meetings and heard ten appeals by corporations from decisions of the Tax Commissioner in the matter of franchise taxes, the Board allowing four and refusing six abatements. They also heard and determined the claims of 84 cities and towns against other cities and towns and the Commonwealth in the distribution of different taxes.

COMMISSION TO REPORT TO THE GENERAL COURT UPON THE TAXATION OF SIGNS.

This commission was established by chapter 93, Resolves of 1914, to report to the General Court not later than the second Wednesday in January, 1915; \$2,500 was appropriated for its expenses.

The commission is required to "consider the taxation of signs and other devices used for commercial advertising, and report its findings and the draft of a bill for the taxation or regulation of such signs and devices to the general court."

By the terms of the resolve establishing it, the commission consists of the chairman of the Gas and Electric Light Commission, the chairman of the Public Service Commission, the Tax Commissioner and the Attorney-General. No provision is made for compensating its members. The names of the several officials designated to serve on this commission are: —

Forrest E. Barker, *Chairman*, Board of Gas and Electric Light Commissioners.
Frederick J. Macleod, *Chairman*, Public Service Commission.
William D. T. Trefry, Tax Commissioner.
Thomas J. Boynton, Attorney-General.

COMMISSION TO RECOMMEND CHANGES IN THE LAWS RELATIVE TO LIENS, MORTGAGES, TAX COLLECTORS' DEEDS, AND THE TAKING OF LAND FOR TAXES.

This commission was established by chapter 121, Resolves of 1914, to report to the next General Court not later than January 7. An appropriation of not more than \$2,500 was made for the commission's expenses.

It is the duty of the commission "to consider and recommend such changes as the commission may deem advisable in the laws relative to liens for labor performed and materials furnished upon real estate, and to mortgages to secure loans for the construction of buildings and other mortgages, in order to establish the relative priority of such loans and mortgages, and to revise and codify the law relative to the said loans and mortgages if it shall deem such revision and codification expedient. Said commission shall also make such changes, revision and codification as it shall deem advisable in respect to the laws relative to collectors' deeds and takings of land for taxes, and the procedure relative to such deeds

and takings, and to the titles thereby obtained. . . ." It is authorized to "conduct such investigations as it may deem necessary in discharge of its duties." In reporting it is required to present bills embodying its recommendations.

The commission consists of three members, one of whom must be a judge of the Land Court, appointed by the Governor with the advice and consent of the Council. Members of the General Court of 1914 are eligible for appointment. The members of the commission are to be allowed such compensation as the Governor and Council may approve. Their names and residences are: —

Charles T. Davis, judge of the Land Court, Brookline.
Francis M. Phelan, Cambridge.
Samuel M. Child, Boston.

COMMISSION TO REPORT UNIFORM METHODS AND PROCEDURE FOR TAKING LAND FOR PUBLIC PURPOSES.

This commission was created by chapter 100, Resolves of 1914, to report to the next General Court not later than the second Wednesday in January. It is allowed for expert assistance a sum not exceeding \$3,500.

The commission is required to report "a bill or bills embodying as nearly as possible uniform methods and procedure by which land may be taken for public purposes, including the procedure in awarding damages for such taking of land, and proceedings by which the cost of such public improvements, including damages awarded, purchase price and cost of construction, alteration or relocation not exceeding the total cost of the improvements, shall be assessed in whole or in part against the land receiving some benefit or advantage from the same beyond the general benefit or advantage to all land in the city or town, said assessment not to exceed the total benefit received by such land." It is to conduct such investigations as may be necessary and to hold public hearings.

The resolve establishing the commission provides that it shall consist of the Tax Commissioner, the Attorney-General and the chairman of the Homestead Commission, who are to serve without compensation. The names of these officials are as follows: —

William D. Trefry, Tax Commissioner.
Thomas J. Boynton, Attorney-General.
Charles F. Gettemy, *Chairman*, Homestead Commission.

STATE BOARD OF PUBLICATION.

1. *General Information.*

(a) The State Board of Publication was established by chapter 438, Acts of 1902.

(b) The Board has no regular office, but the members are State officials with offices located in the State House.

(c) Number of officials on July 1, 1914, was 3.

(d) No appropriation for expenditures for 1914 was made. The Board is annually allowed a sum not exceeding \$300 for such expenses as are approved by the Governor and Council. The amount expended in 1913 was \$2, and in 1912 was \$12.55.

2. *Functions, Powers and Duties.*

It is the function of the Board to examine the annual reports and all special reports and documents to be issued by or on behalf of the Commonwealth and to define the form and extent of such publications, with the exception of publications issued by the officers of either branch of the General Court or under authority of the General Court, and of the regular annual reports of the Attorney-General, Treasurer and Receiver-General, Auditor and the Secretary of the Commonwealth and of certain publications prepared by the Secretary in conformity with law. In addition to their annual reports, boards or commissions may make such special reports as shall be deemed by the Board of Publication to be of practical utility.

All departments, boards or commissions before entering upon the preparation of any publication submit to the State Board of Publication statements of the scope and estimates of the size of the proposed publication. The Board has the power to determine the number of pages to which any such report may extend and also whether it shall include maps, plans, photogravures, woodcuts or other illustrations. Appeal may be taken from the decision of the State Board of Publication to the Governor and Council, whose decision is final. No report may be printed unless it bears the certified approval of the Board of Publication.

3. *Control and Management.*

The control and management of the work are vested in the Board, which consists of three unpaid members appointed by the Governor, with the advice and consent of the Council, for

a term of three years. They are appointed from different branches of the public service, and they may be removed at any time by the Governor. If a member retires from the branch of service from which he was appointed, he ceases to be a member of the Board.

The members of the State Board of Publication on July 1, 1914, were Mr. James W. Kimball (chairman) of Swampscott, Clerk of the House of Representatives; Mr. Charles F. Gettemy of Boston, Director of the Bureau of Statistics; and Mr. Edward S. Sears (secretary) of Winthrop, who is also clerk in the office of the Commissioner of Public Records.

There are no employees in the service of this Board.

COMMISSIONER OF PUBLIC RECORDS.

1. *General Information.*

(a) Temporary unpaid commissioner to investigate, provided for by chapter 65, Resolves of 1884; compensation authorized by chapter 103, Resolves of 1889; department permanently established by chapter 333, Acts of 1892.

(b) Office located in State House, Boston.

(c) Number of officials and employees, July 1, 1914, was 2.

(d) Appropriation for expenses for 1914 was \$6,375, including \$400 for the purchase of ink for public records.

2. *Functions, Powers and Duties.*

The function of this department is to see that all the public records in the departments, offices and institutions of the Commonwealth, and of the counties, cities and towns therein, are safeguarded against loss by fire, theft or deterioration; are in the hands of the proper custodians; are written with the State standard ink or with typewriting ribbons that have been tested and approved by the commissioner; are entered upon paper of proper quality; and are kept in good condition and repair, and the books substantially bound. Where fireproof rooms or vaults are to be constructed for such records, the department passes upon the plans, to insure their being suitable; and when safes are purchased for records, the department passes upon their quality before they are put into use.

3. *Control, Direction and Management.*

The control, management and immediate charge of the department are vested in the commissioner, who is appointed by the Governor, with the advice and consent of the Council, for a term of three years. He may be removed from office by the Governor. The present commissioner is Mr. Henry E. Woods, whose salary is \$3,000 per annum. The commissioner has full power to compel compliance with the laws concerning public records. He makes personal visits of inspection and instruction to the various departments, offices and institutions of the Commonwealth and to the counties, cities and towns. The commissioner has only one employee in his office. He acts as general clerk and stenographer, and receives an annual salary of \$1,400.

PROVINCE LAWS DEPARTMENT.

1. *General Information.*

(a) Publication of the provincial statutes was first authorized by chapter 43, Resolves of 1865, which provided for the appointment of three commissioners to direct the work. The work was interrupted from time to time until the passage of chapter 387, Acts of 1894, which authorized the Governor and Council to supervise it and appoint necessary editors and assistants. It was put on its present basis under chapter 477, Acts of 1899, and has been carried on continuously since 1900.

(b) Office located in State House, Boston.

(c) Number of officials and employees on July 1, 1914, was 4.

(d) Appropriation for expenses for 1914 was \$7,500.

2. *Functions, Powers and Duties.*

The function of the Province Laws Department is to prepare for publication a complete copy of the acts and laws of the Colony, Province and State of Massachusetts Bay to the adoption of the State Constitution.

3. *Management.*

The control and management of the department are vested in an editor appointed by the Governor and Council. The present editor is Dr. Melville M. Bigelow, whose salary is \$2,000 per annum.

This official determines what manuscript shall be used, prepares and examines manuscript copy for printing, and also examines the proof sheets. He directs and supervises the work of the clerks.

The rates of compensation on Aug. 1, 1913, were as follows: —

Editor,	1 at \$2,000.00 yr.
Clerks,	2 at 75.00 mo.
"	1 at 66.67 mo.

COMPILER OF TABLE OF CHANGES IN THE GENERAL LAWS.

Revised Laws, chapter 9, section 1, requires the Secretary of the Commonwealth, at the close of every session of the General Court, to collate and have printed in one volume the Constitution, acts and resolves, etc., including "a table of changes in the general laws, and an index. The governor shall annually appoint a skilled person to prepare said table and index, whose compensation shall be determined by the governor and council." This provision was first made by chapter 238, Acts of 1882. The compensation allowed in 1914 was \$600. Nelson B. Vanderhoof, Esq., of Newton was appointed to do this work for the session of 1914.

COMMISSIONERS FOR THE PROMOTION OF UNIFORMITY OF LEGISLATION IN THE UNITED STATES.

1. *General Information.*

(a) The first Massachusetts commissioners on uniformity of legislation in the United States were appointed under the provisions of chapter 405, Acts of 1891, for a term of two years. Various acts were passed extending the life of the commission until 1908, when it lapsed. A new commission was created by chapter 416, Acts of 1909, for a term of five years, and by chapter 381 of the Acts of 1914 it was re-established for a further term of five years.

(b) The Board maintains no regular office.

(c) Number of officials, July 1, 1914, was 3.

(d) By the act of 1914 re-establishing the Board, \$3,000 was appropriated for its expenses for five years.

2. *Functions, Powers and Duties.*

The functions of the commissioners to promote uniformity of legislation in the United States are: the examination of the subjects of marriage and divorce, insolvency, the descent and distribution of property, the execution and probate of wills, and other subjects upon which uniformity of legislation in the various States and territories of the Union is desirable, but which are outside the jurisdiction of the congress of the United States; to confer upon these matters with the commissioners appointed by other States and territories for the same purpose; to consider and draft uniform laws to be submitted for approval and adoption by the several States; and, generally, to devise and recommend such other or further course of action as may tend to accomplish these purposes.

3. *Control, Direction and Management.*

The Board consists of three members, appointed by the Governor and Council for terms not exceeding five years each from date of organization. The names and addresses of the members appointed for five years from 1914 are as follows: —

Hollis R. Bailey, Esq., Cambridge.
 Prof. Samuel Williston, Belmont.
 Joseph F. O'Connell, Boston.

They are responsible to, and may be removed from office by, the Governor and Council. The commissioners receive no compensation and have no employees. They are allowed necessary expenses, including traveling expenses, incurred principally in attending the annual conference of commissioners on uniform legislation, held usually in August, and also in attending committee meetings; also the expense of printing their annual report, and the sum of \$100 yearly, contributed toward the expenses of the conference of commissioners on uniform laws.

SERGEANT-AT-ARMS' DEPARTMENT.

1. *General Information.*

(a) The office of Sergeant-at-Arms was established by chapter 154, Acts of 1835. Before that date similar functions had been performed by officials entitled "messengers" or "doorkeepers,"

the first of whom was appointed by the colonial House of Deputies in 1644.

(b) Office located in Room 148, State House.

(c) Number of officials and employees on July 1, 1914, was 157.

(d) Appropriation for expenses for 1914 was \$228,503.68.

2. *Functions, Powers and Duties.*

The Sergeant-at-Arms' department has general charge and oversight of the State House and its appurtenances and of any other buildings in Boston owned by or leased to the Commonwealth for the use of public officers.

All repairs, improvements, furniture, fixtures or other like supplies required in the State House, or in any building or part thereof owned by or leased to the Commonwealth for the use of public officers, are furnished by the Sergeant-at-Arms upon requisition. Requisitions for new furniture or fixtures must be approved by the State House Commission.

The Sergeant-at-Arms serves such processes and executes such orders as may be enjoined upon him by the General Court or by either branch thereof, attends the members or clerks of either branch when they are charged with a message from one branch to the other or to the Governor and Council, and preserves order during the sessions of the two houses and at committee meetings.

3. *Management.*

Management and immediate charge of the department are vested in the Sergeant-at-Arms, who is elected annually by the Legislature. The present Sergeant-at-Arms is Mr. Thomas F. Pedrick, whose salary is \$3,500 per annum.

The Sergeant-at-Arms is responsible to the General Court, and may be removed by it if in session. During its recess he may be suspended by the Governor and Council. He has power to appoint and remove all employees in his department. The appointment of the doorkeepers, assistant doorkeepers, postmaster, messengers and pages are approved by the presiding officers of the Senate and House. The appointment of the first clerk (who also acts as clerk of the State House Commission) is subject to the approval of the Secretary of the Commonwealth and the Treasurer and Receiver-General.

4. *Organization, Classes of Officials and Employees and Rates of Compensation.*

The officials and employees of the Sergeant-at-Arms' department are organized into fourteen main groups or divisions, each of which is directly responsible to the Sergeant-at-Arms. The number of officials and employees in each of these groups on Aug. 1, 1913, is shown in the following outline: —

Sergeant-at-Arms,	1
I. First clerk and office employees,	4
II. Cashier and stenographer,	1
III. Clerk, legislative document division,	1
IV. Senate doorkeeper, assistant and messengers,	10
V. House doorkeeper, assistant and messengers,	17
VI. Postmaster,	1
VII. Messenger, in charge care of grounds, etc., laborers and porters,	10
VIII. Watchmen and assistant watchmen,	12
IX. Guide (ranks as assistant watchman),	1
X. Chief engineer, assistants, firemen, elevator men, etc.,	32
XI. Carpenter,	1
XII. Matron, forewoman and scrubwomen,	47
XIII. Porter, ¹	1
XIV. Telephone operator, executive department,	1
Total number of officials and employees,	140

The classes of officials and employees in each main group or division, and the rates of their compensation on Aug. 1, 1913, are shown in the following statement: —

Sergeant-at-Arms,	1 at \$3,500.00 yr.
I. First clerk (also clerk of State House Commission),	1 at 2,200.00 yr.
Requisition and purchasing clerk,	1 at 1,400.00 yr.
Messenger, ²	1 at 1,200.00 yr.
Office boy,	1 at 400.00 yr.
II. Cashier and stenographer,	1 at 1,200.00 yr.
III. Clerk, legislative, document division, ²	1 at 1,400.00 yr.
IV. Senate doorkeeper, ²	1 at 1,600.00 yr.
Assistant doorkeeper, ²	1 at 1,100.00 yr.
Messengers, ²	8 at 1,000.00 yr.
V. House doorkeeper, ²	1 at 1,600.00 yr.
Assistant doorkeeper, ²	1 at 1,100.00 yr.
Messengers, ²	15 at 1,000.00 yr.

¹ In House lobby during session, at other times on general work.

² Salaries of all these employees increased by legislative act in 1914.

VI.	Postmaster, ¹	1	at \$1,200.00 yr.
VII.	Messenger, in charge care of grounds, etc., ¹	1	at 1,200.00 yr.
	Laborers on grounds,	2	at 900.00 yr.
	Porters, ¹	7	at 780.00 yr.
VIII.	Watchmen, ²	3	at 1,200.00 yr.
	Assistant watchmen, ¹	9	at 1,100.00 yr.
IX.	Guide (ranks as assistant watchman),	1	at 1,100.00 yr.
X.	Chief engineer,	1	at 2,600.00 yr.
	A. Assistant engineers,	4	at 1,300.00 yr.
	Oilers,	3	at 1,000.00 yr.
	Firemen,	6	at 900.00 yr.
	Cleaner,	1	at 700.00 yr.
	Laborers,	2	at 700.00 yr.
	Laborer (temporary),	1	at .25 hr.
	B. Electrician,	1	at 1,300.00 yr.
	Assistant electrician,	1	at 1,200.00 yr.
	C. Steam fitter,	1	at 1,200.00 yr.
	Helper,	1	at 900.00 yr.
	D. Superintendent of elevators,	1	at 1,200.00 yr.
	Elevator men, ¹	9	at 1,000.00 yr.
XI.	Carpenter,	1	at 1,600.00 yr.
XII.	Matron,	1	at 850.00 yr.
	Forewoman,	1	at 480.00 yr.
	Scrubwomen (temporary),	45	at .25 hr.
XIII.	Porter, ³	1	at 2.50 day
XIV.	Telephone operator (executive department),	1	at 12.00 wk.

THE STATE HOUSE COMMISSION.

The State House Commission was established under the provisions of chapter 65, Acts of 1857. The powers and duties originally conferred upon it were varied to some extent by chapter 128, Acts of 1887, and chapter 284, Acts of 1895. Section 17 of chapter 10, Revised Laws, under which it is now carrying on its work, provides that it shall have charge of appropriations for new furniture and fixtures in the State House and in any other building or part thereof owned by or leased to the State for the use of public officers, but it exercises no authority over appropriations to be used for these purposes by State institutions. No expense may be incurred for said purposes unless previously authorized by the commission, and unless the same is within the amount appropriated by the General Court, except that in case of damage to the State House, by fire or other casualty, during

¹ Salaries of all these employees increased by legislative act in 1914.

² One watchman is in charge from 7 A.M. to 3 P.M., one from 3 P.M. to 11 P.M., and one from 11 P.M. to 7 A.M. Each has three assistants under his direction.

³ In House lobby during session, at other times on general work.

the recess of the General Court, the commissioners may make all necessary repairs for the protection and preservation of the building. In 1914 the appropriation for furniture and fixtures, to be expended by the Sergeant-at-Arms subject to the commission's approval, was \$26,500.

Under section 18 of chapter 10 the commission may also expend not more than \$1,500 annually for the maintenance of the museum established in the State House for the preservation and exhibition of the regimental flags and other military relics in the possession of the Commonwealth, and of other objects connected with the military history of the United States and especially of the New England States. No appropriation under this section has yet been required.

The commission consists of the Secretary of the Commonwealth, the Treasurer and Receiver-General and the Sergeant-at-Arms. They serve without compensation.

The present members of the commission are: —

Thomas F. Pedrick, *Chairman*, Sergeant-at-Arms.

Frank J. Donahue, *Secretary* of the Commonwealth.

Frederick W. Mansfield, *Treasurer and Receiver-General*.

ART COMMISSION.

1. *General Information.*

(a) The commission was established by chapter 422, Acts of 1910.

(b) The commission has no office. The secretary's private office is 310 Fenway Studios, Boston.

(c) Number of officials on July 1, 1914, was 5.

(d) No appropriation for expenses was made in 1914.

2. *Functions, Powers and Duties.*

The duty of the Art Commission is to act in an advisory capacity relative to the creation, acquisition, construction, erection or remodeling by the Commonwealth, or upon any land owned by the Commonwealth, of any work of art, and relative to the artistic character of any building constructed, erected or remodeled by the Commonwealth, or upon land owned by the Commonwealth. Upon request of the Governor, any plan, proposal or offer, etc., together with designs, descriptions, specifications, drawings or models relating to any work of art, or relating to the erection, construction or remodeling of any building, is to

be submitted to the Art Commission, and the commission is to determine the artistic character of such work of art or building, and file with the Governor, within sixty days after such submission, its opinion, either approving or condemning the same, with such suggestions and recommendations as it deems proper.

3. *Officials.*

The commission consists of five unpaid members, all appointed at the same time by the Governor for terms of five years. The commissioners on July 1, 1914, were: —

Waldo Lincoln, *Chairman*, Worcester.
 Henry S. Hunnewell, Wellesley.
 William A. Burnham, Boston.
 Charles D. Maginnis, Boston.
 Walter Gilman Page, *Secretary*, Boston.

The commissioners elect their officers and adopt their own rules. The commission has no employees.

STATE HOUSE BUILDING COMMISSION.

Under the provisions of chapter 150 of the Resolves of 1912 the State House Commission was directed to cause to be prepared plans for the erection of additions to the existing State House. The commission was further directed to consult with and obtain the co-operation of the State Art Commission and to report the plan or plans approved by it to the General Court in January, 1913. For this purpose, the State House Commission was allowed the sum of \$5,049.36 by the Governor and Council.

In order to carry out the plans recommended by the State House Commission, the State House Building Commission was established by chapter 830 of the Acts of 1913. The work of the commission is to construct additions to the State House as recommended, for the purpose of providing suitable and adequate accommodations for the legislative and executive departments of the State government and for the several boards, commissions and bureaus of the Commonwealth whose offices are or may be situated in the city of Boston, and for any other necessary or convenient uses of the Commonwealth in the transaction of its business.

The general plan of the additions to be erected by the Building Commission must be substantially in accordance with the report

of the State House Commission to the General Court. The commission may invite architects or architectural firms to submit competitive plans and specifications for constructing the said addition, but no plan may finally be selected until it is approved by the Governor and Council. The commission is authorized to make on behalf of the Commonwealth all contracts for the construction of said building, but no commissioner may be interested directly or indirectly in any contract.

The commission consists of three persons (one an experienced builder) appointed by the Governor, with the advice and consent of the Council, the terms of service lasting until the purposes for which the commission was established have been accomplished.

The commissioners are: —

Albert P. Langtry, Springfield.
Joseph B. Russell, Cambridge.
Neil McNeil, Boston.

The compensation of the commissioners is determined by the Governor and Council.

The commission is also authorized to employ a superintendent whose compensation is to be determined by the Governor and Council.

The expenses of the commission are to be paid out of the fund created by the issuance of bonds in the sum of \$900,000, which the Treasurer and Receiver-General was authorized to issue in the name and behalf of the Commonwealth to meet the cost of constructing the additions projected.

CONTROLLER OF COUNTY ACCOUNTS.

1. *General Information.*

- (a) The department was established by chapter 438, Acts of 1887.
- (b) Office located at 8 Beacon Street, Boston.
- (c) Number of officials, July 1, 1914, was 4.
- (d) Appropriation for expenses for 1914 was \$10,000.

2. *Functions, Powers and Duties.*

The functions carried on by this department are: —

- (1) The prescription of books of account, classification of receipts and expenditures, and a uniform system of receipts, certificates, vouchers and exhibits in the following county offices: —

County treasuries, supreme judicial court, superior courts, police courts, district courts, municipal courts, justices of courts having no clerk, trial justices, recorder of the land courts, assistant recorders of the land court, registers of probate and insolvency, registers of deeds, training schools, sheriffs, keepers and masters of jails and houses of correction, probation officers.

(2) An examination of the books and accounts referred to in paragraph (1), at least once each year, without notice, for the purpose of ascertaining the cash balance on hand, the correctness of vouchers, receipts and expenditures and of requiring compliance with the law relative to the accounting of county offices.

(3) An examination of the bonds of county officers deposited with the county treasurers, with a view of making sure of the sufficiency of the same.

(4) The examination and approval of requisitions made by clerks of inferior courts on county treasurers, for money with which to pay witness fees.

(5) The monthly approval of the expense accounts of the county commissioners.

(6) The tabulation and report to the General Court of the annual estimates of county receipts and expenditures, these estimates being submitted by the county commissioners to the controller who prepares them for submission to the General Court.

(7) The preparation and furnishing of forms to the offices for their reports, etc.

(8) Obtaining and filing copies of the records of the county commissioners with the General Court.

(9) Auditing and adjusting certain fees and expenses in connection with certain money paid by clerks of courts to the Commonwealth. No action under this law has been taken in recent years.

3. *Control, Direction and Management.*

Control and direction, as well as management and immediate charge of this department, are vested in the Controller of County Accounts, who is appointed by the Governor, with the advice and consent of the Council, for a term of three years. The present Controller of County Accounts is Mr. Frank L. Dean, whose salary is \$2,500 per annum. This official is responsible to and may be removed from office by the Governor and Council.

Each deputy controller renders a report of each examination, as soon as finished, for the purpose of having on record the result of the examination and of requiring the officer to make

such changes as may be necessary. The deputy controllers are responsible to the controller and hold office subject to removal by him, with the consent of the Governor and Council. The salaries of the officials and employees on Aug. 1, 1913, were as follows:—

Controller of County Accounts,	1 at \$2,500.00 yr.
Deputy controller,	1 at 1,800.00 yr.
Deputy controllers, ¹	2 at 1,500.00 yr.

PANAMA-PACIFIC MANAGERS.

1. *General Information.*

(a) The Board was established by chapter 144, Resolves of 1912.

(b) Office located at 73 Tremont Street, Boston.

(c) Number of officials and employees on July 1, 1914, was 9.

(d) Appropriation for 1914 was \$131,000, which was allotted to that year from the total amount of \$250,000 authorized to be expended for the Panama-Pacific Exposition for the years 1913 to 1915, inclusive.

2. *Functions, Powers and Duties.*

The Board of Panama-Pacific Managers was created for the purpose of exhibiting the resources, products and general development of the Commonwealth at the Panama-Pacific International Exposition at San Francisco in 1915. The Board is to have charge of the interests of the Commonwealth and its citizens in the preparation and presentation of exhibits at the exposition; is to obtain and disseminate throughout the Commonwealth all necessary information; and, in general, is to have and exercise full authority in relation to the participation of the Commonwealth and its citizens in the exposition. Three members of the Board visited San Francisco in January, 1913, for the purpose of conferring with the officers of the exposition, and reported concerning this visit in a special report transmitted to the Legislature by the Governor on March 24, 1913.

3. *Control and Direction.*

Control and direction are exercised by a board of commissioners, consisting of five unpaid members, who are appointed by the Governor, with advice and consent of the Council, for an

¹ By chapter 546, Acts of 1914, the controller was authorized to appoint a fourth deputy at a salary of \$1,200 annually.

indefinite term. They are responsible to, and may be removed from office by, the Governor and Council. The names and addresses of the members on July 1, 1914, were as follows: —

Peter H. Corr, *Chairman*, Taunton.
 Mrs. Charles S. Hamlin, Boston.
 Mrs. John Hays Hammond, Gloucester.
 George F. Mead, Lexington.
 Alexander Sedgwick, Stockbridge.

Soon after its organization the Board appointed the following committees and others are established as work progresses: —

Fine Arts. — Mrs. Charles S. Hamlin, Mrs. John Hays Hammond.
Agriculture and Horticulture. — George F. Mead, Alexander Sedgwick.
Health, Charity, Insanity and Prisons. — Alexander Sedgwick, George F. Mead, Mrs. Charles S. Hamlin.
Business. — Peter H. Corr, George F. Mead.
Blind. — Mrs. John Hays Hammond, Mr. George F. Mead
Historical. — Alexander Sedgwick, Mrs. John Hays Hammond.
Interior Decoration and furnishing of State Building. — Mrs. John Hays Hammond, Mrs. Charles S. Hamlin, Mr. Alexander Sedgwick.
Education. — Mrs. Charles S. Hamlin, George F. Mead.

4. *Management.*

The management and immediate charge of the department are vested in a secretary, who is elected by the Board of Managers to hold office until the Board is dissolved. The present secretary is Mr. Charles O. Power, whose salary is \$5,000 per annum.

The secretary is responsible to the members of the Board, and may be removed from office by them for cause. The secretary has general charge of the routine office work and the execution of the plans approved by the Board. He has authority to appoint and discharge employees in the office or clerical division, with the approval of a majority of the Board and subject to civil service regulations. Employees in other divisions, which will be necessary when the work of the Board is transferred from Boston to San Francisco, will be selected by the committees in charge of the different lines of work, subject to the approval of a majority of the Board.

On July 1, 1914, the Board had three employees in addition to the secretary.

MILITIA.

In describing the Massachusetts Volunteer Militia and the several State departments concerned with the military organization, information will be given, first, relative to the military

organization, and, second, relative to such departments as have civilian employees engaged in work having to do with State military affairs.

A. MILITARY ORGANIZATION.

The law (chapter 604, Acts of 1908) provides that "The militia shall consist of two classes, namely, the organized militia, to be known as the Massachusetts Volunteer Militia, composed and organized as hereinafter provided; and the remainder, to be known as the reserve militia. The reserve militia shall be subject to no active duty except in case of war, invasion, the prevention of invasion, the suppression of riots and to aid civil officers in the execution of the laws."

As provided by statute, the "active or organized militia shall be composed of volunteers and shall be designated the Massachusetts Volunteer Militia. It shall be ordered into service to resist invasion, to quell insurrection, to aid civil officers in the suppression of riots, in the execution of the laws or in time of public danger, before the reserve militia is called out."

The Constitution (chapter 2, section 1 of Art. VII.) provides that "the governor of this commonwealth, for the time being, shall be the commander-in-chief of the army and navy, and of all military forces of the state, by sea and land; and shall have full power, by himself, or by any commander, or other officer or officers, from time to time, to train, instruct, exercise, and govern the militia and navy."

The statutes (chapter 604, Acts of 1908) provide that:—

In time of peace the active volunteer militia shall consist of not more than sixty companies of infantry, four troops of cavalry, three batteries of field artillery, a coast artillery corps containing not more than twelve companies, two corps of cadets, the naval militia, the following staff corps: (1) a signal corps; (2) a corps of engineers; and the following departments: (1) adjutant general's department, (2) inspector general's department, (3) judge advocate general's department, (4) quartermaster's department, (5) subsistence department, (6) medical department, (7) pay department, (8) ordnance department; and such other organizations and staff corps and departments as the commander-in-chief may direct under section twenty-six of this act.

The commander-in-chief shall arrange the infantry, artillery and cavalry into regiments, battalions, and squadrons and, when necessary, into unattached companies, and into not more than two brigades. There shall not be more than five regiments of infantry.

For the purposes of administration and convenience, the Massachusetts volunteer militia shall be divided into the staff of the commander-in-chief, the national guard, the naval militia, and the retired list. The naval militia shall comprise the naval bureau and the naval brigade, or such other naval organization or organizations as may be allowed by law. The national guard shall comprise all other organizations of the Massachusetts volunteer militia.

The law authorizes a personal staff for the commander-in-chief consisting of the Adjutant General, two aides-de-camp, each with rank not higher than captain, and eight aides-de-camp, to be detailed from the commissioned officers of the volunteer militia.

The number of officers and men in each of the principal organization units of the militia are as follows:—

Active List.

ORGANIZATION.	Officers.	Enlisted Men.	Total.
1. Staff of the commander-in-chief,	4	—	4
2. The Adjutant-General's department,	3	—	3
3. Inspector-general's department,	9	—	9
4. Judge-advocate general's department,	3	—	3
5. Quartermaster's department,	7	9	16
6. Subsistence department,	3	3	6
7. Pay department,	9	—	9
8. Medical department,	41	132	183
9. Ordnance department,	9	1	10
10. Corps of the Engineers,	2	—	2
11. Signal Corps,	3	82	85
Total, staff and departments,	93	247	340
12. Coast Artillery Corps,	48	743	791
13. Headquarters, First Brigade,	2	—	2
14. Headquarters, Second Brigade,	2	—	2
15. Second Regiment Infantry,	48	694	742
16. Fifth Regiment Infantry,	49	690	739
17. Sixth Regiment Infantry,	50	704	754
18. Eighth Regiment Infantry,	49	686	735
19. Ninth Regiment Infantry,	45	666	711
20. First Squadron Cavalry,	16	239	255
21. First Battalion Field Artillery,	19	343	362
22. First Corps Cadets,	15	187	202
23. Second Corps Cadets,	16	189	205
24. Naval Brigade,	43	640	683
Total active list,	495	6,028	6,523

Retired List.

ORGANIZATION.	Officers.	Enlisted Men.	Total.
1. Military,	257	—	257
2. Naval,	22	—	22
Total retired list,	279	—	279
Grand total,	774	6,028	6,802

The rank and names of all officers are given in the "Roster and Directory of Officers and Organizations of the Massachusetts Volunteer Militia." Detailed information is also given in the annual report of The Adjutant-General.

Military boards, composed of officers of the militia, and other special organizations, are as follows: —

Board of Military Examiners.
 Board of Medical Examiners.
 Board of Qualifications of Officers and Enlisted Men.
 Board on Claims for Physical Injuries.
 Board on Horse Claims.
 Board on Military Athletic Competitions.
 State Board of Survey.
 Surveying Officer for United States Property.
 Special Surveying Officer.
 Training School.

Several departments concerned with militia affairs have civilian employees, namely, The Adjutant-General's department, the quartermaster's department, the medical department, the Armory Commission and the Bureau of War Records. Descriptive statements of the functions, organization and administration of each of these departments follow.

B. THE ADJUTANT-GENERAL'S DEPARTMENT.

1. *General Information.*

(a) The department was established by the State Constitution, adopted in 1780.

(b) Office located in State House, Boston.

(c) Number of officials and employees, July 1, 1914, was 17.

(d) Appropriation for 1914 was \$390,692, including office expenses and allowances for the militia, excepting such as are

expended under the direction of the quartermaster-general and the surgeon-general. In addition to this amount, \$30,000 was appropriated for militia expenses in connection with the Salem fire.

2. *Functions, Powers and Duties.*

The classes of work of The Adjutant-General and of his department may be summarized as follows:—

1. The distribution of all orders from the commander-in-chief, including orders to the heads of the several militia departments, as quartermaster-general, surgeon-general, etc.

2. Obeying all orders from the commander-in-chief relative to carrying into execution and perfecting the system of military discipline established by the laws of the Commonwealth and of the United States.

3. Furnishing blank forms for the different returns and rolls as required.

4. Receiving from the several officers of the volunteer militia returns of the militia under their command, which they are required to make, reporting the actual condition of their uniforms, arms, accoutrements and ammunition, their delinquencies and every other thing relating to the advancement of good order and discipline.

5. Making abstracts from returns mentioned in paragraph 4, and laying the same annually before the commander-in-chief.

6. Making a return annually, in duplicate, of the militia of the Commonwealth, on and as of the first Monday in January, with the conditions of their uniforms, arms, accoutrements and ammunition, according to such directions as may be received from the secretary of war of the United States, one copy to go to the commander-in-chief and the other to the secretary of war.

7. The prosecution of soldiers' claims.

8. Making returns from time to time to the secretary of war of the strength of the organized militia, and such reports as the secretary of war may require.

9. Custody of old military records and furnishing data therefrom.

The Adjutant-General is also Commissioner of War Records, and as such is in control of the Bureau of War Records, the work of which is described separately from that of the office of The Adjutant-General.

3. *Control and Direction.*

Under the constitution, the Governor is the commander-in-chief of the military forces of the State, and accordingly has control and direction over The Adjutant-General's department and all other departments and organizations of the militia.

4. *Management.*

The management and immediate charge of the department are vested in The Adjutant-General, who is also chief of staff, and who is appointed by the Governor and commander-in-chief for a term of one year. The present Adjutant-General is Charles H. Cole, whose salary is \$3,600 per annum. This official is responsible to the Governor and commander-in-chief and may be removed from office by him at any time.

Appointments to military positions throughout the militia are governed by military law and regulations. The civilian employees of the department are appointed by The Adjutant-General, subject to civil service regulations, and may be discharged in the same manner.

5. *Organization, Classes of Officials and Employees and Rates of Compensation.*

The number of officers and men in the militia, who in certain respects are under the authority of The Adjutant-General as chief of staff, has been stated in a preceding section of this report under the title "military organization."

The office force of The Adjutant-General's department is organized into two groups or divisions, each of which is directly responsible to The Adjutant-General, as is shown in the following summary: —

The Adjutant-General,	1
Adjutant-General,	1
I. Office,	11
II. Archives department,	4
Total number of officials and employees,	17

The classes of officials and employees, together with the rates of compensation on Aug. 1, 1913, are shown in the following statement: —

The Adjutant-General,	1 at \$3,600.00 yr.
Adjutant-General,	1 at 1,800.00 yr.
I. Office: —	
Chief clerk,	1 at 2,200.00 yr.
Second clerk,	1 at 2,000.00 yr.
Clerks,	2 at 1,800.00 yr.
“	2 at 1,600.00 yr.
“	1 at 840.00 yr.
“	1 at 780.00 yr.
Stenographer,	1 at 900.00 yr.
Clerk and messenger,	1 at 900.00 yr.
Office boy,	1 at 360.00 yr.
II. Archives department: —	
Clerk,	1 at 1,500.00 yr.
Clerks,	1 at 720.00 yr.
“	2 at 600.00 yr.

C. QUARTERMASTER'S DEPARTMENT.

1. General Information.

(a) The position of quartermaster-general was established by chapter 107, Acts of 1809–1810, but was usually held by The Adjutant-General until a separate department was established in 1907. The organization of the department was defined by chapter 604, Acts of 1908.

(b) Office located in State House, Boston; arsenal at Framingham, and armories in various cities and towns.

(c) Number of officials and employees on July 1, 1914, was 73.

(d) Appropriation for expenses for 1914 was \$216,190, including office, arsenal, armories and quartermasters' supplies for the militia.

2. Functions, Powers and Duties.

The work carried on by this department is arming, equipping and transporting the troops of Massachusetts and maintaining the State armories. The duties of the quartermaster-general are the care and control of the military property of the Commonwealth (except such as is by law expressly intrusted to the keeping of other officers). He procures and delivers all arms, clothing and equipment (except surgical instruments and medical supplies) to the militia; arranges and provides for the transportation of the militia and military supplies; provides suitable places for the safe-keeping of militia property; and has charge of the adjustment of all accounts relating to loans of military property to cities, towns, institutions and schools.

3. *Control and Direction.*

The Governor, as commander-in-chief of the militia, has full control over this department. All orders from him to the quartermaster-general are, however, issued through The Adjutant-General, who is also chief of staff.

4. *Management.*

The management and immediate charge of this department, including office force, superintendent of arsenal and assistants, and armorers and assistants, are vested in the quartermaster-general, who is appointed by the Governor for a term of five years. The present quartermaster-general is Brig.-Gen. William B. Emery, whose salary is \$2,000 per annum. The quartermaster-general is responsible to the Governor as commander-in-chief and may be removed from office by court-martial. The quartermaster-general has power to appoint and discharge the civilian employees of his department, subject to civil service regulations, except in the case of the armorers, who are not subject to civil service requirements but are appointed directly by the quartermaster-general.

5. *Organization, Classes of Officials and Employees and Rates of Compensation.*

The civilian employees of this department are organized into three main groups or divisions, the official in charge of each group being directly responsible to the quartermaster-general. The number of officials and employees in each group on Aug. 1, 1913, is shown in the following summary:—

Quartermaster-general,	1
Deputy quartermaster-general,	1
I. Chief clerk and office force,	4
II. Superintendent of armories and armorers,	52
III. Superintendent of Massachusetts arsenal and assistants,	10
<hr/>	
Total number of officials and employees,	68

The classes of officials and employees and the rates of compensation received on Aug. 1, 1913, are shown in the following statement:—

Quartermaster-general,	1 at \$2,000.00 yr.
Deputy quartermaster-general,	1 at 800.00 yr.
I. Chief clerk,	1 at 2,000.00 yr.
Clerk,	1 at 1,200.00 yr.
Stenographer,	1 at 1,000.00 yr.
"	1 at 624.00 yr.
II. Superintendent of armories,	1 at 1,800.00 yr.
1. Boston:—	
(a) Armorer, 75 East Newton Street,	1 at 1,400.00 yr.
Assistant,	1 at 900.00 yr.
(b) Armorer, Irvington Street,	1 at 1,400.00 yr.
Assistant,	1 at 900.00 yr.
"	1 at 720.00 yr.
(c) Armorer, Charlestown,	1 at 1,100.00 yr.
Assistant,	1 at 800.00 yr.
2. Worcester:—	
Armorer,	1 at 1,100.00 yr.
Assistants,	2 at 800.00 yr.
8. Fall River:—	
Armorer,	1 at 1,100.00 yr.
Assistant,	1 at 800.00 yr.
4. Lowell:—	
Armorer,	1 at 1,025.00 yr.
Assistant,	1 at 800.00 yr.
5. Cambridge:—	
Armorer,	1 at 1,100.00 yr.
Assistant,	1 at 800.00 yr.
6. New Bedford:—	
Armorer,	1 at 1,100.00 yr.
Assistant,	1 at 800.00 yr.
7. Lynn:—	
Armorer,	1 at 1,100.00 yr.
Assistant,	1 at 800.00 yr.
8. Springfield:—	
Armorer,	1 at 1,100.00 yr.
Assistant,	1 at 800.00 yr.
9. Lawrence:—	
Armorer,	1 at 1,100.00 yr.
Assistant,	1 at 800.00 yr.
10. Somerville:—	
Armorer,	1 at 1,100.00 yr.
Assistant,	1 at 800.00 yr.
11. Holyoke:—	
Armorer,	1 at 900.00 yr.
12. Brockton:—	
Armorer,	1 at 900.00 yr.
13. Malden:—	
Armorer,	1 at 900.00 yr.
14. Haverhill:—	
Armorer,	1 at 900.00 yr.

¹ Receives use of house in addition to his salary.

D. THE MEDICAL DEPARTMENT.

1. *General Information.*

- (a) The department was established under chapter 219, Acts of 1861.
- (b) Office located in State House, Boston.
- (c) Number of officials and employees, July 1, 1914, was 3.
- (d) Appropriation for 1914 for office expenses, medical supplies and examination of recruits was \$8,000.

2. *Functions, Powers and Duties.*

The functions of the medical department are (1) safeguarding health of militia; (2) physical examination of officers and men (between 3,800 and 3,900 per year), and professional and physical examination of medical officers; (3) care, issue and annual accounting for all United States medical equipment issued by the United States army to Governor of Massachusetts; (4) adopting United States army methods for enlisting, examination, training, etc., of sanitary troops, with necessary paper work; (5) physical examination of candidates for State aid and soldiers' homes; (6) administration of antityphoid prophylactic to officers and men of the militia.

3. *Control and Direction.*

Control and direction of the medical department are vested in the Governor, as commander-in-chief, but are exercised through The Adjutant-General, he being chief of staff and the representative of the commander-in-chief.

4. *Management.*

Management and immediate charge of the department are vested in the surgeon-general, who is appointed by the commander-in-chief (Governor) for a term of five years. He is responsible to the commander-in-chief and may be removed from office by court-martial. The present surgeon-general is Col. Frank P. Williams, whose salary is \$1,200 per annum. This official has command of the medical and hospital corps; he recommends to the commander-in-chief, through The Adjutant-General, changes in grade and station of medical officers, such as assignment to new or additional work, and makes recommendations for instruction of medical and hospital corps. The

surgeon-general is president of the board on claims for physical injuries.

There are two civilian employees in the department, a chief clerk, at an annual salary of \$1,800, and a clerk and stenographer at \$800 a year. The chief clerk attends to the detail work of the office. The number of officers and enlisted men in the medical department is given under the title "military organization."

E. ARMORY COMMISSION.

1. *General Information.*

(a) Established by chapter 384, Acts of 1888. Organization changed by section 6, chapter 526, Acts of 1907.

(b) The commission has no regular office. Acting secretary's business office located in Cambridge.

(c) Number of officials and employees on July 1, 1914, was 6.

(d) The commission's expenses are met from the loans made for the construction of armories.

2. *Functions, Powers and Duties.*

The Armory Commission was established to construct armories (not exceeding three annually) in order to provide adequate quarters for the whole volunteer militia. The location of the armories is designated by The Adjutant-General and approved by the commander-in-chief (Governor). No land can be acquired nor any buildings erected until the site, plans and the total amount to be appropriated for the armory have been approved by the Governor and Council. Upon completion and acceptance of an armory, the care and maintenance thereof devolves upon the quartermaster-general.

The commission may also acquire land suitable for parade and drill grounds or for ranges for target practice until the volunteer militia is adequately provided with such grounds. Upon land so acquired they may, with the approval of the Governor and Council, erect buildings needed for the use of the militia.

3. *Control and Direction.*

Control and direction of the work are vested in the commissioners, who, on July 1, 1914, were as follows: —

Brig.-Gen. Charles H. Cole, The Adjutant-General.

Brig.-Gen. William B. Emery, quartermaster-general.

Col. Edward L. Logan.

The Adjutant-General and quartermaster-general are *ex-officio* members of the Armory Commission, and the Governor, with advice and consent of the Council, selects a regimental commander as the third member. In addition to the three commissioners, the senior officer of the troops to be quartered in any armory under construction shall be a consulting member of the commission during the construction of such armory, but shall have no vote as a member of the commission.

4. *Management.*

The acting secretary attends to the work of the commission, including the preparation of recommendations to the Governor and Council for appropriations, the taking of land and the construction of buildings, as authorized. The commission employs five persons, all of whom, with the exception of the acting secretary, are employed only during the actual construction of the armories. An inspector is appointed for each armory under construction. He must be a practical builder; and it is his duty to oversee the work and note that the conditions of the contract are complied with.

5. *Classes of Officials and Employees and Rates of Compensation.*

The officials and employees of the Armory Commission and their rates of compensation on Aug. 1, 1913, were as follows:—

Commissioners,	3 ¹
Acting secretary (part time only),	1 ²
Stenographer, bookkeeper, general clerk,	1 ³
Inspectors,	1 ⁴
“	2 ⁵

The Adjutant-General serves without compensation, the quartermaster-general and the regimental commander receive such pay for duty performed as the commander-in-chief may order. The senior officer of the troops to be quartered in any armory, as a consulting member of the Armory Commission during the period of construction, serves without compensation, but is reimbursed for expenses actually incurred in the performance of his duty.

¹ See Statement below.

² One per cent. cost of armory.

³ \$80 a month during construction of armories.

⁴ \$100 a month during construction of armories.

⁵ \$75 a month during construction of armories.

Payments for compensation during 1913 were as follows:¹—

Brig.-Gen. Edward L. Logan,	\$291 60
Brig.-Gen. E. Leroy Sweetser,	184 68
George Howland Cox, <i>Acting Secretary</i> ,	2,505 00
Margaret H. Aubin, <i>Clerk</i> ,	600 00
Charles A. Dawson, <i>Inspector</i> ,	825 00
Newton C. Bond, <i>Inspector</i> ,	375 00
Edward W. Wheeler, <i>Inspector</i> ,	1,300 00 ²

F. BUREAU OF WAR RECORDS.

1. *General Information.*

- (a) The bureau was established under the provisions of chapter 475, Acts of 1899.
- (b) Office located in State House, Boston.
- (c) Number of officials and employees on July 1, 1914, was 9.
- (d) Appropriation for expenses for 1914 was \$12,000.

2. *Functions, Powers and Duties.*

The Bureau of War Records was established for the purpose of obtaining, compiling and publishing a complete roster of the Massachusetts men who served in the military and naval service of the United States in the war of the rebellion.

3. *Control and Direction.*

The control and general direction of this department are vested in The Adjutant-General, who is *ex officio* the Commissioner of War Records. The law creating the commission originally provided that the Auditor of the Commonwealth, the Secretary of State and The Adjutant-General should constitute the commission. By chapter 211, Acts of 1912, the law was amended, the powers and duties of the commissioners being vested solely in The Adjutant-General. The present commissioner is Adj. Gen. Charles H. Cole.

¹ On Jan. 1, 1914, the compensation of the quartermaster-general for work on the armory commission was established at 1 per cent of the cost of armories, not to exceed \$1,500 per annum, and the salary of the third member was fixed at 1 per cent of the cost of armories, not exceeding \$2,000 per annum. The secretary receives as compensation 1 per cent of the cost of each armory, not exceeding \$3,500 per annum. The clerk receives compensation from the secretary, to the amount of \$300 per annum.

² Of this amount, \$200 was for services as superintendent of construction.

4. *Management.*

Management and immediate charge of this department are vested in the compiler of war records, who is appointed by the commissioner and may be removed by him. The present compiler is Mr. Edward T. Bouvé, whose salary is \$2,200 per annum. The office force submit monthly reports of the work accomplished to the compiler, who in turn submits them to the commissioner.

5. *Organization, Classes of Officials and Employees and Rates of Compensation.*

The officials and employees of this department and their rates of compensation on Aug. 1, 1913, are shown in the following outline: —

Commissioner (Adjutant-General, commissioner *ex officio*):¹ —

Compiler of war records,	1 at \$2,200.00 yr.
Naval and general clerk,	1 at 1,400.00 yr.
First clerk,	1 at 2,000.00 yr.
General clerk,	1 at 1,400.00 yr.
Stenographer, typist and assistant naval clerk,	1 at 65.00 mo.
General clerks and examiners,	1 at 60.00 mo.
“ “ “ “	3 at 50.00 mo.
	—
Total number of officials and employees,	9

COMMISSIONER OF STATE AID AND PENSIONS.

1. *General Information.*

(a) The State Aid Department was created by chapter 192, Acts of 1877; the Pension Department by chapter 396, Acts of 1888; and by chapter 192, Acts of 1902, both these departments were abolished and the Department of State Aid and Pensions established.

(b) Office located in State House, Boston.

(c) Number of officials and employees, July 1, 1914, was 9.

(d) Appropriation for expenses of department in 1914 was \$15,703.67. The sum of \$715,000.00 was also appropriated to reimburse cities and towns for money paid on account of State and military aid.

¹ No salary.

2. *Functions, Powers and Duties.*

The functions of the State Aid and Pensions Department are the administration of the law relating to State aid, military aid and burials, and the preparation of pension, bounty and back pay claims of citizens of this State against the government of the United States.

State aid is paid to Massachusetts citizens who served in the civil or Spanish wars and who are invalid pensioners; also certain dependent relatives of invalid pensioners, and women who served as army nurses. A recipient of State aid must be in such needy circumstances as to require public assistance. The aid is paid by the city or town in which the recipient has a residence, and the city or town is reimbursed by the State for the amount so expended.

The recipient of military aid must have a settlement in the city or town furnishing the aid or a continuous residence of three years, and be in such need as to entitle him to relief under the pauper laws; and he must not be in receipt of any other aid, nor entitled to admission to any national soldiers' or sailors' home; and his disability must have arisen from causes independent of his service, except where application for a pension is pending. No person is entitled to receive both State and military aid at the same time. Cities and towns are reimbursed by the State to the extent allowed by law.

The State also reimburses cities and towns annually for the sums expended for the burial of indigent soldiers, sailors or marines who served in the army or navy during the said wars; of certain dependent relatives of such men; and of army nurses who are entitled to State aid, and who die without sufficient means to defray funeral expenses. The expenses of such a burial shall not exceed the sum of \$50.

3. *Control, Direction and Management.*

Control and direction, as well as management and immediate charge of the department, are vested in the commissioner, who is appointed by the Governor and Council for a term of three years. This official is responsible to and may be removed from office by the Governor and Council. In the commissioner's absence the deputy commissioner assumes charge of the department. The present commissioner is Mr. Francis A. Bicknell.

The commissioner, as required by law, reports annually to the

Auditor the amount due the various cities and towns for State and military aid and burial. Three agents are employed, whose duty it is to visit each city and town in the Commonwealth and examine the State and military aid recipients. They make investigations for the purpose of ascertaining the physical and financial condition of these persons, in order to safeguard the State's interest. Each recipient is visited about once in two years. All employees in the Department of State Aid and Pensions are appointed and may be discharged by the commissioner, subject to civil service regulations.

4. *Organization, Classes of Officials and Employees and Rates of Compensation.*

The classes of officials and employees in the State Aid and Pensions Department, together with their salaries on Aug. 1, 1913, are shown in the following outline: —

Commissioner,	1 at \$2,500.00 yr. ¹
Deputy commissioner,	1 at 2,000.00 yr. ²
Agent, examinations,	1 at 1,400.00 yr.
“ “	1 at 1,300.00 yr.
Agent, examinations, and clerk,	1 at 1,100.00 yr.
Clerk and typist,	1 at 1,200.00 yr.
Clerks and stenographers,	3 at 1,000.00 yr.
<hr/>	
Total number of officials and employees,	9

THE COMMISSION ON GRATUITIES.

1. *General Information.*

(a) The Commission on Gratuities was established by chapter 702, Acts of 1912.

(b) It has no office, but its records are kept in the office of the State Auditor, who is chairman.

(c) The number of its officials and employees July 1, 1914, was 3.

(d) No appropriation was made for the expenses of the commission for 1914.

2. *Functions, Powers and Duties.*

The commission acts upon applications for gratuities to veterans of the civil war. According to the provisions of the act above mentioned, a gratuity of \$125 is payable to every person

¹ Salary increased to \$2,700 by chapter 407, Acts of 1914.

² Salary increased to \$2,300 by chapter 407, Acts of 1914.

who served in the army or navy of the United States during the civil war to the credit of the Commonwealth, and was honorably discharged from the service, or to his legal representative, provided that such person was living at the time of the passage of the act, was not a conscript or a substitute, and had not received a bounty from the Commonwealth or any city or town therein. The gratuity is given as a testimonial of meritorious service.

At the close of the fiscal year ending Nov. 30, 1913, 4,380 claims amounting to \$547,500 had been paid, and 1,758 claims had been disallowed. Some of the disallowed claims may later be allowed if the claimants present satisfactory evidence of residence in Massachusetts at the time of enlistment.

3. *Control and Management.*

Control and management of its work are vested in the commission itself, which consists of the Auditor, the Secretary of the Commonwealth and The Adjutant-General. For their services on this commission these officials receive such compensation as the Governor and Council determine. The present members of the commission are: —

Frank H. Pope, *Chairman*, Auditor.

Frank J. Donahue, *Secretary*.

Charles H. Cole, *The Adjutant-General*.

4. *Employees and Compensation.*

During the first year of its existence the commission employed one clerk, who was compensated at the rate of \$1,000 per annum. This clerk has been transferred to the Auditor's office, and receives no extra compensation for work on claims for gratuities, which are now few in number. The members of the commission were allowed at various times by the Governor and Council, up to Feb. 1, 1914, compensation to the following amounts: —

John E. White, <i>Chairman</i> , ¹	\$2,250 00
Albert P. Langtry, ²	750 00
Frank J. Donahue,	1,000 00
Gardner W. Pearson, ³	1,750 00

Extra compensation to the amount of \$500 was also allowed John Baker, clerk in the archives department of The Adjutant-General's office, for special work investigating claims.

¹ Auditor of the Commonwealth, 1912 and 1913.

² Secretary of the Commonwealth, 1912.

³ The Adjutant-General, 1912 and 1913.

DISTRICT POLICE.

1. *General Information.*

(a) Established by chapter 305, Acts of 1879. Replaced the State detective force created by chapter 15, Acts of 1875.

(b) Office located in State House, Boston.

(c) Number of officials and employees July 1, 1914, was 103.

(d) Appropriation for expenses for 1914 was \$219,150.

During 1913 the income from fees for inspections, and the issue of licenses and permits and from sales of forfeited liquors and confiscated weapons after deducting certain incidental expenses, was \$40,302.

2. *Functions, Powers and Duties.*

The Chief of the District Police has charge of the entire force, personally passes upon all proposed public entertainments to be given upon the Lord's Day; grants licenses for theaters and public halls, special permits for moving-picture exhibitions, permits to assistant operators of moving-picture machines, and receives and disposes of forfeited liquors and confiscated weapons.

The duties of the detective department consist of (1) the enforcement of the criminal laws of the Commonwealth, including the detection, arrest and prosecution of criminals; (2) the investigation of all fires occurring in the city of Boston, and all fires of unknown origin occurring in the various cities and towns outside Boston; (3) the enforcement of the laws relating to the use, storage, manufacture and sale of certain explosives, inflammable fluids and compounds, and to the transportation of the same on railway passenger cars, trains and through the streets and public ways; (4) the enforcement of laws relating to the keeping, storage, transportation, manufacture, sale and use of fireworks and firecrackers; (5) the enforcement of the fishing laws; and (6) the enforcement of State laws in the waters of the Commonwealth.

The duties of the building inspection department consist of the enforcement of the laws relating to the erection, alteration, repair and inspection of public buildings, schoolhouses, manufacturing and mercantile establishments, lodging houses, boarding houses, hotels and tenement houses, also of the enforcement of the laws relating to the cinematograph or similar apparatus, and the examination and licensing of moving-picture machine operators. The building inspection department, when organized,

included the factory inspectors, who enforce the laws relative to the employment of minors and women in mechanical and mercantile establishments, factories or workshops. The factory inspectors have since Aug. 1, 1913, been transferred to the State Board of Labor and Industries.

The duties of the boiler inspection department consist of the inspection of steam boilers, air tanks and ammonia compressors, the enforcement of the rules made by the Board of Boiler Rules, the examination and licensing of engineers and firemen, and the examination and licensing of the operators of hoisting machinery when the motive power is mechanical and other than steam.

The members of the entire department are subject to call for police duty by the Governor in cases of riot or other unusual circumstances.

3. *Control, Direction and Management.*

Control over the department, subject to the approval of the Governor, together with the management and immediate charge, is vested in a chief, who is appointed by the Governor from among the officers of the force to hold office during good behavior. He is responsible to and may be removed from office by the Governor for cause. The present chief is Gen. Jophanus H. Whitney, whose salary is \$3,000 per annum.

There are three main divisions of the organization each in charge of a deputy chief, who is appointed by the Governor, from the members of that division, to hold office during good behavior. These officials are responsible to the chief of the department, and may be removed from office by the Governor for cause. The deputy chiefs have charge of the members of their respective departments, subject to the approval of the chief. Each receives a salary of \$2,400 per annum. The deputies are: —

George C. Neal, detective department.

John H. Plunkett, building inspection department.

George A. Luck, boiler inspection department.

The officers in each division of the service are appointed by the Governor under civil service regulations, and may be removed from office by the Governor for cause; the remaining employees are appointed by the chief in accordance with civil service rules, no other approval being required, and these employees may be removed from office by the chief for cause.

To assist in the enforcement of the fishery laws, the District Police operate a steamer, the "Lexington," which is in commis-

sion each year from about the 1st of May till the end of October. A detective and 11 employees are assigned to this steamer while it is in commission. The detective, when not engaged on the steamer, is assigned to regular work in the detective department. Three of the employees are regularly employed on the steamer, in the winter being engaged in overhauling, painting, etc., and the remaining 8 men are employed temporarily.

The motor boat "Palm" is used by the District Police to enforce the provisions of law relative to exhausts and mufflers on boats.

At the beginning of each week all members of the department forward to the chief reports covering the duties performed by them during the preceding week.

4. *Organization, Classes of Officials and Employees and Rates of Compensation.*

In addition to the chief's office force, the officials and employees of the District Police are organized into three main groups or divisions, each of which is in charge of an official directly responsible to the chief of the department. The names of the several divisions and the number of officials and employees therein on Aug. 1, 1913, are shown in the following summary: —

Chief,	1
I. Main and branch offices,	11
II. Detective department,	47
III. Building inspection department,	34
IV. Boiler inspection department,	27
Total number of officials and employees,	120

The classes of officials and employees in each group or division, together with the rates of compensation on Aug. 1, 1913, are shown in the following outline: —

Chief,	1 at \$3,000.00 yr.
I. First clerk, in charge of clerks in all offices,	1 at 1,500.00 yr.
Second clerk,	1 at 1,000.00 yr.
Stenographer to chief,	1 at 900.00 yr.
Clerk (temporary),	1 at 600.00 yr.
Storehouse keeper,	1 at 720.00 yr.
Branch offices: —	
Stenographer, Salem office,	1 at 700.00 yr.
Stenographer, Lowell office,	1 at 600.00 yr.
Stenographer, Worcester office,	1 at 600.00 yr.
Stenographer, Fall River office,	1 at 600.00 yr.
Stenographer, Springfield office,	1 at 600.00 yr.
Stenographer, North Adams office,	1 at 600.00 yr.

II. Deputy chief of detective department,	1 at \$2,400.00 yr.
A. { Clerk,	1 at 1,200.00 yr.
{ Stenographers,	2 at 1,200.00 yr.
"	1 at 1,000.00 yr.
B. Expert assistant on explosives, etc. (temporary),	1 at 2,000.00 yr.
C. Detectives, Boston,	4 at 1,750.00 yr.
Detective, Cambridge,	1 at 1,750.00 yr.
Detective, Braintree,	1 at 1,750.00 yr.
Detective, Lynn,	1 at 1,750.00 yr.
Detective, Taunton,	1 at 1,550.00 yr.
Detective, Lawrence,	1 at 1,750.00 yr.
Detective, Worcester,	1 at 1,750.00 yr.
Detective, Northampton,	1 at 1,550.00 yr.
Detective, Pittsfield,	1 at 1,750.00 yr.
Detective, Hyannis,	1 at 1,750.00 yr.
Detective, Edgartown,	1 at 1,750.00 yr.
D. Chief fire inspector,	1 at 2,000.00 yr.
Fire inspectors, Boston,	1 at 1,750.00 yr.
" " "	2 at 1,600.00 yr.
" " "	1 at 1,550.00 yr.
" " "	4 at 1,500.00 yr.
Fire inspector, Fall River,	1 at 1,750.00 yr.
Fire inspector, Springfield,	1 at 1,750.00 yr.
Fire inspector, Northampton,	1 at 1,550.00 yr.
E. Detective and captain of steamer "Lexington," ¹	1 at 2,000.00 yr.
Engineer, ¹	1 at 1,200.00 yr.
Assistant engineer, ¹	1 at 840.00 yr.
Steward, ¹	1 at 840.00 yr.
Deck hands, steamer "Lexington" ¹ (temporary),	4 at 35.00 mo.
Deck hands, steamer "Lexington" ¹ (temporary),	2 at 33.00 mo.
Deck hands, steamer "Lexington" ¹ (temporary),	2 at 12.00 mo.
F. Engineer, motor boat, "Palm" (temporary),	1 at 70.00 mo.
Steward, motor boat, "Palm" (temporary),	1 at 50.00 mo.
Deck hand, motor boat "Palm" (temporary),	1 at 30.00 mo.
III. Deputy chief of building inspection department,	1 at 2,400.00 yr.
Stenographer,	1 at 800.00 yr.
"	1 at 700.00 yr.
Building inspectors, Boston,	4 at 1,750.00 yr.
" " "	1 at 1,650.00 yr.
" " "	1 at 1,550.00 yr.
Building inspectors, Salem,	2 at 1,750.00 yr.
" " "	1 at 1,700.00 yr.

¹ Receive board and lodging in addition to compensation while boat is in commission.

Building inspector, Lowell,	1 at \$1,550.00 yr.
Building inspectors, Worcester,	2 at 1,750.00 yr.
Building inspector, Fall River,	1 at 1,750.00 yr.
" " " " 	2 at 1,600.00 yr.
Building inspector, Springfield,	1 at 1,750.00 yr.
" " " 	1 at 1,700.00 yr.
Building inspector, North Adams,	1 at 1,700.00 yr.
Factory inspectors, Boston, ¹	2 at 1,750.00 yr.
Factory inspector, Boston, ¹	1 at 1,700.00 yr.
Factory inspectors, Boston, ¹	3 at 1,550.00 yr.
Factory inspector, Boston, ¹	1 at 1,500.00 yr.
Factory inspector, Lowell, ¹	1 at 1,750.00 yr.
Factory inspector, Worcester, ¹	1 at 1,750.00 yr.
Factory inspector, Worcester, ¹	1 at 1,550.00 yr.
Factory inspector, Fall River, ¹	1 at 1,700.00 yr.
Factory inspector, Springfield, ¹	1 at 1,750.00 yr.
Factory inspector, North Adams, ¹	1 at 1,550.00 yr.
IV. Deputy chief of boiler inspection department,	1 at 2,400.00 yr.
Stenographer,	1 at 1,200.00 yr.
" 	1 at 1,000.00 yr.
" 	1 at 600.00 yr.
Boiler inspectors, Boston,	6 at 1,750.00 yr.
" " " 	2 at 1,700.00 yr.
" " " 	3 at 1,550.00 yr.
Boiler inspectors, Salem,	2 at 1,750.00 yr.
Boiler inspector, Lowell,	1 at 1,750.00 yr.
Boiler inspector, Worcester,	1 at 1,750.00 yr.
" " " 	1 at 1,500.00 yr.
Boiler inspector, Fall River,	1 at 1,750.00 yr.
" " " " 	1 at 1,550.00 yr.
Boiler inspector, Springfield,	1 at 1,750.00 yr.
Boiler inspector, North Adams,	1 at 1,750.00 yr.
Boiler inspector, Pittsfield,	1 at 1,750.00 yr.
" " " 	1 at 1,550.00 yr.
Boiler inspector, Northampton,	1 at 1,750.00 yr.

BOARD OF BOILER RULES.

1. *General Information.*

- (a) The Board was established by chapter 465, Acts of 1907.
- (b) Office located in State House, Boston.
- (c) Board has five members and a secretary.
- (d) Appropriation for salaries and expenses for 1914 was \$2,350.

¹ The thirteen factory inspectors have since been transferred to the State Board of Labor and Industries, in accordance with the provisions of section 12, chapter 726, Acts of 1912.

2. *Functions, Powers and Duties.*

The Board of Boiler Rules formulates rules for the construction, installation and inspection of steam boilers, and prescribes regulations for the safe operation of air tanks, etc. By an act passed in 1914 it is required to make rules as to the size, design, location, etc., of safety valves on ammonia compressors. The Board holds public hearings on the first Thursday in May and November of each year, on petitions for changes in the rules formulated by this Board. The duties of the Board as to steam boilers are prescribed by chapter 465, Acts of 1907, as follows: —

SECTION 26 (as amended by chapter 393, Acts of 1909). It shall be the duty of the board of boiler rules to formulate rules for the construction, installation and inspection of steam boilers, and for ascertaining the safe working pressure to be carried on said boilers, to prescribe tests, if they deem it necessary, to ascertain the qualities of materials used in the construction of boilers; to formulate rules regulating the construction and sizes of safety valves for boilers of different sizes and pressures, the construction, use and location of fusible safety plugs, appliances for indicating the pressure of steam and the level of water in the boiler, and such other appliances as the board may deem necessary to safety in operating steam boilers; and to make a standard form of certificate of inspection.

The boiler inspection department of the district police carries out the provisions of the rules formulated by this Board.

3. *Control, Direction and Management.*

The Board consists of five members, as follows: the chief inspector of the boiler inspection department of the district police, who is chairman; one member representing the boiler-using interests; one member representing the boiler-manufacturing interests; one member representing the boiler-insurance interests; and one member who is an operating engineer.

The chairman receives no compensation for services on this Board. The four appointed members serve for terms of three years, and receive an annual salary of \$250 each. The names and addresses of the members of the Board on July 1, 1914, with the dates of expiration of their several terms, were as follows: —

George A. Luck (deputy chief, boiler inspection department), *Chairman*, Cambridge.

Frederick A. Wallace, M.E. (representing boiler-using interests), Andover, July, 1916.

Henry H. Lynch (representing boiler-manufacturing interests), Brookline August, 1915.

Robert J. Dunkle (representing boiler-insurance interests), Brookline, July, 1915.

Thomas R. Armstrong (representing operating engineers), Dorchester, July, 1916.

The Board meets at the call of the chairman, generally once or twice a month, in addition to two semiannual public hearings required by law, and such other hearings as the Board may initiate.

The work of the Board is under immediate charge of the chairman, who has authority to carry out and interpret the rules formulated by the Board. He, as chairman, is responsible to the Governor and, as deputy chief of the boiler inspection department, is responsible to the chief of the district police.

The senior clerk of the boiler inspection department of the district police also acts as secretary of the Board. He receives no compensation for services with this Board.

COMMISSION ON BUILDING REGULATIONS.

This is a temporary commission appointed to investigate the statutes, ordinances and regulations now in force throughout the Commonwealth and the various cities and towns relative to the construction, alteration and maintenance of buildings, with the view of establishing uniformity in general requirements. The commission is required to report its conclusions and recommendations to the Legislature of 1915. The law providing for the commission (chapter 809, Acts of 1913) is as follows: —

SECTION 1. A commission of five persons shall be appointed by the governor, with the advice and consent of the council, to investigate the various statutes, ordinances, by-laws and regulations now in force throughout the commonwealth and the various cities and towns thereof, relative to the construction, alteration and maintenance of buildings, with the view of establishing uniformity in general requirements and of determining what regulations for the purposes aforesaid may be adopted either for the state as a whole, or under a classification of cities and towns, so that general regulations may be made for each class. The commission shall report to the general court on or before the first day of February, nineteen hundred and fourteen, and shall, as a part of its report, draft an act containing such general regulations for the construction, alteration and maintenance of buildings as it may recommend. The act may include, if the commission finds it desirable, a provision for a permanent board or commission to supervise the administration of building laws and regulations throughout the commonwealth, and to advise the local authorities

when modifications of building laws and regulations become desirable. The commission shall serve without compensation for the services of its members but may expend for such necessary expenses as may be approved by the governor and council a sum not exceeding twenty-five hundred dollars.

Chapter 15 of the Resolves of 1914 extended the life of the commission to Feb. 1, 1915.

The commission's office is nominally located in the State House, Boston.

The names and addresses of the members of the commission are as follows:—

William H. Sayward, *Chairman*, Boston.

William S. Parker, Boston.

Charles W. Killam, Cambridge.

Fred A. Wilson, Nahant.

Fred T. Ley, Springfield.

The commission temporarily employs one clerk, who is paid at the rate of \$1.18 an hour for time actually employed.

FIRE PREVENTION COMMISSIONER FOR THE METROPOLITAN DISTRICT.

1. *General Information.*

The office of Fire Prevention Commissioner for the Metropolitan district was established by chapter 795, Acts of 1914, which makes provision for the better prevention of fires in the metropolitan district. An appropriation of \$10,000 is made to carry out the provisions of the act for the current year, but the sums expended are to be assessed upon the cities and towns to which the act applies, one-half in proportion to their last annual taxable valuation, and one-half in proportion to their population as determined by the next preceding federal or State census.

2. *Functions, Powers and Duties.*

By its terms the act creating the office of Fire Prevention Commissioner is mandatory only on the following cities and towns: Arlington, Belmont, Boston, Brookline, Cambridge, Chelsea, Everett, Lynn, Malden, Medford, Melrose, Milton, Newton, Quincy, Revere, Saugus, Somerville, Waltham, Watertown, Winchester, Winthrop and Woburn. Cities and towns not expressly named in the act may accept its provisions, in

which case the act applies to them in the same manner as to the cities and towns upon which it is mandatory.

The powers of the commissioner as to fire prevention within the cities and towns named, and those accepting the act are in general terms as follows: —

(a) To license persons or premises, or to grant permits for, and to inspect, regulate or restrain, the keeping, storage, use, manufacture, sale, handling, transportation or other disposition of explosives, inflammable fluids and other similar substances.

(b) To license the erection of furnaces for melting iron or making glass, and of stationary steam engines used for planing or sawing boards, or turning wood, or in which other fuel than coal is used, and the installation of stationary engines within 500 feet of dwelling houses in certain cities and towns.

(c) To require the removal or destruction of any heap or collection of refuse or debris that may become dangerous as a fire menace.

(d) To make orders and rules relating to fires, fire protection and fire hazard binding throughout the district or any part of it, or upon any person or class of persons within said district, limited, however, to certain subjects expressly stated in the act.

(e) To require the heads of fire departments to investigate, observe and report all matters relating to fire hazard and fire prevention that he may designate, especially violations of laws, ordinances, by-laws, etc.

(f) To enter at any reasonable hour any building or other premises or any ship or vessel, to make inspections or to carry out any provision of law, ordinance, rule or order, provided there is reason to suspect the existence of a fire menace.

(g) To hear appeals from the acts and decisions of heads of fire departments and other persons done or made under this act, and to make all necessary and proper orders in connection with such matters.

(h) To receive reports by fire commissioners, etc., of all fires occurring within the district, made upon forms prescribed by him, and by insurance companies of all fire losses on property insured in such companies.

(i) To keep a record of all fires occurring in the district, including statistics as to the extent of such fires, the damage caused, how much was covered by insurance, etc.

(j) To study fire hazard and fire prevention and related mat-

ters, to hear suggestions and complaints from persons, cities and towns in the district, to advise with the officers of the cities and towns, and to make suggestions to the General Court and the cities and towns for improvement of the laws, ordinances and by-laws relating to fire departments, construction of buildings, building or fire limits, etc.

3. *Control, Direction and Management.*

The authority granted by the law is vested in the Fire Prevention Commissioner, who is appointed by the Governor, with the advice and consent of the Council, for a term of three years. Prior to his appointment he must have resided within the metropolitan district for at least three years. His salary is \$3,500 a year. He is permitted to delegate certain of his powers to the head of the fire department or to any other designated officer in any city or town in the district. Mr. John A. O'Keefe of Lynn is the present Fire Prevention Commissioner.

Provision is also made for a deputy commissioner, appointed by the Governor, with the advice and consent of the Council, for a term of three years. He also must have been a resident of the metropolitan district for at least three years. The deputy commissioner is empowered to exercise all the powers and perform all the duties of the commissioner in case of the latter's absence or disability, and at other times is required to perform such inspection or other duties as the commissioner may direct. His salary is \$2,500 a year. Mr. Michael A. Murphy of Boston has been appointed deputy commissioner.

The commissioner or deputy commissioner may be removed by the Governor, with the advice and consent of the Council, for such cause as the Governor deems sufficient, the cause to be stated in the form of removal. Both are required to be sworn to the faithful performance of their duties.

The commissioner is authorized to appoint a secretary, whose duty it is to keep a record of all proceedings, issue all notices and attest such papers and orders as the commissioner directs. The secretary's term of office is three years, but he may be removed by the commissioner for cause, which must be stated in the order of removal. His salary is \$2,500 a year. The secretary had not been appointed on Nov. 1, 1914.

The commissioner, deputy commissioner and secretary are all required to give their full time to the work of their respective offices.

Subject to the approval of the Governor and Council the commissioner may also employ clerks, stenographers and office employees and engineering and legal assistance.

THE FIREMEN'S RELIEF FUND COMMISSION.

The Firemen's Relief Fund of Massachusetts was established by chapter 450 of the Acts of 1890 for the relief of firemen injured in the performance of their duty, and for the relief of widows and children of firemen killed in the performance of their duty. For these purposes the State annually appropriates the sum of \$15,000, and up to July 1, 1913, the total sum expended by the Commonwealth for this fund was \$259,493.38. The amount annually appropriated is paid to the treasurer of the Massachusetts State Firemen's Association, organized in 1883 to promote the interests of the firemen of the State. Any unexpended balance remaining of the sum at the end of the year is returned to the Treasurer and Receiver-General.

The statute provides that the fund shall be used for the relief of the persons specified "in the manner and to the amount determined" by a board created for the purpose.

This board consists of five unpaid members, three of whom are appointed by the Governor for terms of three years each, and the remaining two are chosen by the Massachusetts State Firemen's Association in such manner as it may determine.

The commissioners of the Firemen's Relief Fund of Massachusetts on July 1, 1914, with the dates of expiration of their several terms, were: —

George F. Harwood, *Chairman*, Lynn, July, 1915.

Fred W. Jenness, Lowell, July, 1916.

John Grady, Boston, July, 1917.

W. B. Randlett, Newton, September, 1914.

E. S. Hosmer, Lowell, September, 1915.

The first three members noted above were appointed by the Governor, the other two were chosen by the Firemen's Association. The treasurer of the association and custodian of the fund is Hiram R. Williamson of Worcester, who is bonded in the sum of \$13,500. The secretary of the commissioners is D. Arthur Burt of Taunton. The commissioners and secretary receive no compensation for their services, but the sum of \$500 is allowed them out of the fund for the incidental expenses of the Board.

The commissioners report annually to the Legislature for the year ending with the 30th of the June preceding.

During the year ending June 30, 1913, the commissioners considered 298 claims, allowing 290 and rejecting 8.

COMMISSIONERS OF WRECKS AND SHIPWRECKED GOODS.

The Commissioners of Wrecks and Shipwrecked Goods for the Commonwealth were first appointed under the provisions of chapter 98 of the Acts of 1887. Before that date they had been appointed for the various counties. They do not constitute a board.

It is the duty of a commissioner upon receiving information of a shipwreck, or of the finding of shipwrecked goods or property of any kind on the shores or waters of the Commonwealth, if valued at \$100 or more (optional with the commissioner if valued at less than \$100), to repair to the place where such property or goods are, and if the same are not in the custody of an owner or agent, to assume control over the goods and secure the same for the owner. A commissioner has authority to sell property at public auction if of a perishable nature or liable to be reduced in value, or he may sell sufficient property to pay any duties due upon the same. He must also publish particulars of the shipwreck and goods in order that knowledge thereof may be given as soon as possible to the owners or persons interested. In all cases where ownership is not established and the property has been retained for a year it is then sold at public auction after notice of the same has been advertised in some newspaper published within the county where the property is. The net proceeds of these sales are paid into the State treasury by the commissioners.

The commissioners are appointed by the Governor, with the advice and consent of the Council, for an indefinite term, and are removable at the pleasure of the Governor and Council. The commissioners in 1914 were: —

A. Brooks Anderson, Scituate.
Wendell L. Hinckley, Yarmouth.
Thomas H. G. Douglass, Gloucester.
William McKay, Newburyport.
E. Parker Welch, Scituate.
James B. Steele, Eastham.
William H. Sawyer, Gloucester.
John Killen, Nantucket.
Charles W. Snow, Truro.

Each commissioner is bonded with sureties in the sum of \$3,000.

Any commissioner may employ as many persons as are necessary to assist in guarding and preserving property under his charge. The commissioner who takes charge of property is paid reasonable compensation for his services and expenses by the owner. In cases where the ownership is not established the property is sold and proceeds turned into the State treasury, the commissioner being reimbursed by the State for his services and expenses. The Commonwealth has received no revenue from this source in recent years.

STATE DEPARTMENT OF HEALTH.

1. *General Information.*

(a) A State Board of Health was first established for the Commonwealth by chapter 420, Acts of 1869. It was abolished by chapter 291, Acts of 1879, which created a State Board of Health, Lunacy and Charity, under which the work of several previously existing departments was merged. The Board was re-established by chapter 101, Acts of 1886, and again abolished by chapter 792, Acts of 1914, which created a State Department of Health.

(b) Office located in State House, Boston.

(c) Number of officials and employees on July 1, 1914, was 113.

(d) Appropriation for salaries and expenses for 1914 was \$202,611.66.

2. *Functions, Powers and Duties.*

The first section of the act establishing the new department provides that it shall "exercise all the powers and perform the duties conferred and imposed by law upon the state board of health." Laws previously applying to the State Board of Health consequently apply to the State Department of Health.

In local matters the department has only advisory authority, while in the prevention of the spread of communicable diseases it has co-ordinate powers with the local boards of health. While other State departments have health functions within limited fields, the functions of the State Department of Health constitute it the great general authority on public health matters within the Commonwealth.

The State Department of Health is authorized —

(a) To "make sanitary investigations and inquiries relative to the causes of disease, and especially of epidemics, the sources of mortality and the effects of localities, employments, conditions and circumstances on the public health," and to "gather such information relative thereto as it considers proper for diffusion among the people." The department accordingly carries on research work, with intensive studies of particular health problems, and issues, for the information of the public, circulars, pamphlets, monthly bulletins and annual reports regarding the public health, and a manual of health laws every three years.

(b) To investigate and control diseases dangerous to the public health. To exercise such control the State Department of Health is authorized to declare which diseases are dangerous to the public health. Diseases so declared are reportable by physicians to the local boards of health, who in turn must report them to the State Department of Health. The number of diseases now reportable is thirty-two.

In connection with the work of preventing the spread of communicable diseases, the department maintains a bacteriological laboratory where examinations are made of cultures and specimens of various sorts for the presence of pathogenic bacteria and protozoa, to the end that the diseases dangerous to the public health may be more promptly detected and identified and measures taken to prevent any further dissemination of disease, and also to enable the physician to establish an early diagnosis and institute the proper treatment.

It also maintains a pathological laboratory, in which are prepared diphtheria antitoxin, antimeningitis serum, typhoid vaccine and smallpox vaccine, all of which products are distributed free of cost to local boards of health and physicians throughout the State.

In the control of rabies, the antirabic virus, which is furnished by the Hygienic Laboratory at Washington, is administered free of charge by officers of the department, in accordance with stipulations of the Surgeon-General of the United States Public Health Service.

During the last three years a campaign has been carried on to control ophthalmia neonatorum, a disease which often results in the destruction of the eyesight of new-born children. This campaign, carried on in co-operation with the local boards of health and with the Massachusetts Commission for the Blind, has resulted in a material decrease in the number of cases of

blindness due to ophthalmia neonatorum. Cases of inflammation of the eyes of the new-born are investigated by State inspectors of health, who assist in treating such cases and make detailed reports to the State Department of Health. The department is furnishing, free of charge, to all physicians in the State, a 1 per cent. solution of nitrate of silver which has proved to be an effective preventive of the development of the disease.

(c) To enforce the laws relative to foods and drugs, including milk and dairy inspection, inspection of slaughtering and cold-storage inspection. To carry on this work the department employs a force of ten inspectors, including two veterinarians. Food and drug samples are purchased in the market and analyzed to detect adulterations, and when such are found the cases are prosecuted.

The inspection of slaughtering is supervised by two veterinarians, who visit cities and towns, confer with the local boards of health and inspectors of slaughtering, demonstrate the proper methods to be employed in the inspection of meat, observe the sanitary conditions of the slaughterhouses, offering suggestions for cleanliness and sanitation where needed, and prosecute cases of illegal slaughtering.

A systematic investigation is being conducted of dairies and the conditions under which milk is produced for public sale. The inspection of dairies is not confined to this State, but dairies in Maine, New Hampshire, Vermont, Rhode Island, Connecticut and New York, which ship milk to Massachusetts, are likewise inspected.

Inspectors of the department also visit every cold-storage warehouse in the Commonwealth several times each year to ascertain the sanitary conditions of the premises and the conditions of the food products stored, and to insure that the regulations are being observed. Products unfit for use as food are confiscated and destroyed. Cold-storage warehouses are required to be licensed by the department annually, having to pay a fee of \$10.

Laboratory facilities are provided for the analysis of samples of milk, food and drugs, of arsenical wall papers and fabrics, and of cocaine, morphine and its derivatives.

(d) To investigate proposed plans for water supplies for cities and towns; to examine existing water-supply systems and proposed temporary water-supply systems, and establish rules and regulations for their sanitary protection; to investigate questions relating to the taking of land for the protection of sources of

water supply; to examine water supplies of factories, spring waters sold for drinking in cities and towns, and water supplied for drinking by transportation companies; to examine the sanitary condition of ice supplies and enforce the law regarding impure ice.

(e) To investigate plans for drainage and sewage disposal in cities and towns, including plans for the purification and removal of manufacturing wastes; to examine sewer outlets and the effects of sewage disposal, including the examination of rivers and streams into which sewage, sewage effluents and manufacturing wastes are discharged, the examination of plans and recommendations for preventing the pollution of certain rivers, and the enforcement of laws forbidding the pollution of certain rivers; to examine, upon complaint, tidal waters and flats in order to determine whether shellfish taken therefrom may safely be used for food; to carry out the provisions of law requiring the separation of sewage from storm water in the Charles River basin; to enforce the law relating to sewage purification works.

In this field the department has frequently been required by the General Court to make special investigations in certain cities and towns or in groups of cities and towns. It is now examining the subject of sewage disposal in the south metropolitan sewerage district, giving particular attention to the question whether it is desirable to extend the district and to plan for additional metropolitan sewers. The department is also conducting the engineering work of improving the Neponset River, the object of this work being to drain unhealthful marshes on the course of the river and to mitigate the nuisance caused by the flow of manufacturing wastes into it.

In connection with its engineering work, the department maintains a chemical laboratory in the State House and Lawrence Experiment Station, this latter being primarily the investigating laboratory of the Engineering Division.

(f) To prescribe methods of testing the sight and hearing of children in public schools.

(g) To advise the State and local governments as to the location and sanitary condition of public institutions.

(h) To investigate questions relating to the location of cemeteries.

(i) To analyze certain liquors and poisons for police authorities, and paints, oil and turpentine for the Massachusetts District Police.

(j) To appoint the Board of State Examiners of Plumbers, and

to pass upon the rules made by these examiners. (A fee of \$2 is required for registration and for a master or employing plumber's license, and a fee of 50 cents for a journeyman plumber's license. Licenses are renewed annually upon payment of a fee of 50 cents for each license.) The examiners of plumbers may, upon petition of the boards of health in certain towns, make rules for plumbing in such towns, which take effect upon approval by the State Department of Health, and may be revised on similar petition and approval.

The public health council of the State Department of Health now has, under the provisions of chapter 792, Acts of 1914, the power to make and promulgate rules and regulations (not inconsistent with existing health legislation), and the Commissioner of Health is required to administer the regulations of the department.

3. *Control, Direction and Management.*

Control and direction of the work of the State Department of Health are now vested in a Commissioner of Health, who is advised and assisted by a public health council, but according to the law the department consists of both the commissioner and the council.

The administrative head of the department is the commissioner, who is appointed by the Governor, with the advice and consent of the Council, for a term of five years. He receives an annual salary of \$7,500, and is required by the statute to be "a physician skilled in sanitary science and experienced in public health administration," and is required to give his entire time to his official duties. He is empowered to "administer the laws relative to health and sanitation and the regulations of the department; to prepare rules and regulations for the consideration of the public health council; and, with the approval of the public health council, to appoint and remove directors of divisions, district health officers, inspectors and other necessary employees, and fix their compensation subject to the approval of the governor and council, within the limitations of appropriations therefor."

He is authorized to perform "all executive duties now required by law of the state board of health and such other duties as are incident to his position as chief executive officer. He may direct any executive officer or employee of the state department of health to assist in the study, suppression or prevention of disease in any part of the commonwealth." He is required to submit annually to the public health council a report, with his recommendations as to public health legislation. Dr. Allan J. Mc-

Laughlin has been appointed Commissioner of Health, and will assume his duties Nov. 1, 1914. Meanwhile, Dr. William C. Hanson, formerly assistant to the secretary to the State Board of Health, has been appointed Acting Commissioner of Health.

The public health council consists of the Commissioner of Health and six other members. At least three of the six, other than the commissioner, must be physicians. These six members are appointed by the Governor, with the advice and consent of the Council, and will, after the completion of the terms for which they are first appointed, hold office for three years, two retiring each year unless reappointed.

It is the duty of the public health council "to make and promulgate rules and regulations; to take evidence in appeals; to consider plans and appointments required by law; to hold hearings; to submit annually to the general court, through the governor, a report, including recommendations as to needed health legislation; and to discharge other duties required by law; but it shall have no administrative or executive functions."

The members of the council other than the commissioner are to receive \$10 a day for each day of service while in conference, together with their necessary traveling expenses.

The Commissioner of Health is authorized to determine from time to time what divisions shall be established in the department, and to appoint and remove, with the approval of the public health council, a director to take charge of each division. He is empowered from time to time to divide the State into eight health districts, and to appoint and remove, subject to the approval of the public health council, a district health officer in each district. He is also to fix the compensation of the district health officers, subject to the approval of the Governor and Council, but not to exceed \$3,500 a year. The law provides that district health officers shall be "graduates of an incorporated medical school admitted to practice in the commonwealth, or shall have had at least five years' experience in public health duties and sanitary science." They are to give their entire time to their work, and are not to engage in any other occupation.

The district health officers, under the direction of the Commissioner of Health, have all the powers and perform all the duties previously exercised and performed by the State inspectors of health under the supervision of the State Board of Health. The principal duties of the State inspectors of health are prescribed by sections 3 and 4, chapter 537, Acts of 1907, which read as follows: —

SECTION 3. Every state inspector of health shall inform himself respecting the sanitary condition of his district and concerning all influences dangerous to the public health or threatening to affect the same; he shall gather all information possible concerning the prevalence of tuberculosis and other diseases dangerous to the public health within his district, shall disseminate knowledge as to the best methods of preventing the spread of such diseases, and shall take such steps as, after consultation with the state board of health and the local state authorities, shall be deemed advisable for their eradication; he shall inform himself concerning the health of all minors employed in factories within his district, and, whenever he may deem it advisable or necessary, he shall call the ill health or physical unfitness of any minor to the attention of his or her parents or employers and of the state board of health.

SECTION 4. The state inspectors of health shall be under the general supervision of the state board of health and shall perform such duties other than those hereby imposed upon them as the said board from time to time shall determine. . . .

By more recent legislation the State inspectors of health have been given the authority to examine the sanitary condition of school buildings and to make recommendations as to necessary changes. They also make annual examinations of police stations, lockups and houses of correction, and enforce the regulations of the department relative to the sanitary conditions in such places.

The State inspectors of health were formerly given the enforcement of all laws relating to the health of persons employed in industrial establishments, but in 1912 all these powers and duties were transferred by act of the Legislature to the newly created State Board of Labor and Industries.

Acting in an advisory capacity, the State inspectors of health have been intermediaries between the State Board of Health and the local health authorities. Conferences are held by the State inspectors of health with the local boards of health in the various districts, and assistance is rendered on a variety of health problems. For example, the State inspectors of health have investigated local nuisances, making such recommendations and rendering such assistance to the local boards of health as appear necessary for abating these nuisances.

The most important function of the State inspectors of health is to keep in touch with the incidence of communicable disease in the respective cities and towns within their health districts. If an outbreak of such disease occurs, the State inspector of health for the district immediately investigates, to determine, if possible, the source of infection and to check the further spread of the disease.

They have given attention to several diseases which are especially dangerous to the public health. They investigate cases of tuberculosis brought to their attention which, by reason of lack of proper care, are a menace to the health of the community, and co-operate with the local health authorities, with other State departments and with private charitable organizations, to place such individuals under proper supervision and care so as to minimize the spread of the infection. Tuberculous persons discharged from the State sanatoria are visited to determine whether they are carrying out the proper course of treatment and whether the proper precautions are taken to prevent their communicating the disease to others. Detailed reports are submitted to the State Department of Health, and whenever necessary reports as to the condition of the patients are forwarded to the superintendents of the sanatoria from which the patients were discharged. The State inspectors have also made intensive studies of tuberculosis, for the purpose of bringing out the effects of special conditions.

The State inspectors have assisted the special investigators appointed by the State Board of Health from time to time to study cases of infantile paralysis, in order to determine, if possible, the source of the infection and the methods by which the disease is spread. They have had charge of much of the detail work in the campaign against ophthalmia neonatorum. Under the supervision of the department they administer the Pasteur treatment when necessary.

Appointments to other positions in the department and removals from such positions are, in most cases, made under the civil service law and the regulations of the Civil Service Commission.

4. *Organization, Classes of Officials and Employees and Rates of Compensation.*

While a reorganization of the department is possible under the legislation of the present year no considerable changes have been made, except that the members of the Board of Health and their secretary no longer hold office. On Aug. 1, 1913, before the State Board of Health was abolished, the officials and employees of the department were organized in five main groups or divisions. The names of these groups or divisions, with the number of officials and employees in each, are shown in the following summary: —

State Board of Health,	7
I. Secretary and executive officer,	1
A. Office,	12
B. Medical inspection,	19
C. Food and drug inspection,	8
D. Bacteriological laboratory,	2
E. Dairy, slaughtering and cold-storage inspection,	10
II. Engineering division,	27
III. Chemical division,	26
IV. Pathological laboratory,	11
V. Plumbing examiners,	3
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Total number of officials and employees,	126

The classes of officials and employees in each group or division, together with their rates of compensation on Aug. 1, 1913, are shown in the following statement:—

State Board of Health,	7 ¹
I. Secretary and executive officer,	1 at \$5,000.00 yr.
A. Office:—	
Clerk,	1 at 1,080.00 yr.
Stenographers (temporary employees),	2 at 60.00 mo.
Clerk,	1 at 25.00 mo.
Clerk and accountant,	1 at 1,080.00 yr.
Stenographer,	1 at 60.00 mo.
Typewriter,	1 at 33.00 mo.
Messenger,	1 at 30.00 mo.
Messenger (temporary employee),	1 at 20.00 mo.
Investigator on experimental work (temporary employee),	1 at 125.00 mo.
Investigators on experimental work (temporary employees),	2 at 50.00 mo.
B. Medical inspection:—	
Assistant to the secretary, ²	1 at 3,000.00 yr.
Medical inspectors:—	
Boston,	1 at 2,500.00 yr.
Fall River,	1 at 2,000.00 yr.
Natick,	1 at 2,000.00 yr.
Taunton,	1 at 2,000.00 yr.
Somerville,	1 at 2,000.00 yr.
Haverhill,	1 at 2,000.00 yr.
Lowell,	1 at 2,000.00 yr.
North Adams,	1 at 2,000.00 yr.
Fitchburg,	1 at 2,000.00 yr.
Worcester,	1 at 2,000.00 yr.
Springfield,	1 at 2,000.00 yr.
Northampton,	1 at 1,500.00 yr.

¹ No salary.

² In the absence of the secretary, the assistant is acting secretary to the Board.

Tenement house inspector, ¹	1 at	\$65.00 mo.
Tenement house inspector, ¹	1 at	60.00 mo.
Stenographer,	1 at	1,000.00 yr.
"	1 at	75.00 mo.
"	1 at	70.00 mo.
"	1 at	.50 hr.
C. Food and drug inspection:—		
Chemist (in charge of laboratory),	1 at	2,700.00 yr.
Chemists and assistant analysts,	3 at	1,400.00 yr.
Inspectors,	3 at	1,600.00 yr.
Inspector (temporary employee),	1 at	1,200.00 yr.
D. Bacteriological laboratory:—		
Bacteriologist,	1 at	1,800.00 yr.
Laboratory helper,	1 at	40.00 mo.
E. Dairy, slaughtering and cold-storage inspection:—		
Supervising inspector,	1 at	2,500.00 yr.
Inspectors,	2 at	1,500.00 yr.
"	3 at	1,400.00 yr.
Clerk,	1 at	80.00 mo.
Clerk and stenographer (temporary employee),	1 at	12.00 wk.
Stenographer,	1 at	60.00 mo.
Messenger,	1 at	20.00 mo.
II. Chief engineer (in charge of engineering division),	1 at	5,000.00 yr.
A. Assistant engineer (in charge under chief engineer),		
1. Assistant engineers,	1 at	2,700.00 yr.
"	1 at	1,500.00 yr.
"	2 at	1,380.00 yr.
"	2 at	1,140.00 yr.
"	1 at	80.00 mo.
"	1 at	70.00 mo.
"	2 at	60.00 mo.
Assistant engineer (temporary employee),	1 at	60.00 mo.
Assistant engineer (temporary employee),	1 at	50.00 mo.
2. Draftsman (temporary),	1 at	1,260.00 yr.
B. Engineer in charge, Neponset valley division,		
1. Assistant engineer,	1 at	3,000.00 yr.
2. Assistant engineer and rodman,	1 at	122.50 mo.
" " " "	1 at	95.00 mo.
" " " "	1 at	90.00 mo.
" " " "	1 at	85.00 mo.
" " " "	1 at	65.00 mo.
C. Stenographer,		
Stenographers,	1 at	1,080.00 yr.
"	1 at	80.00 mo.
"	2 at	70.00 mo.
"	1 at	65.00 mo.
"	1 at	60.00 mo.
D. Messenger,		
	1 at	30.00 mo.

¹ Work transferred to State Board of Labor and Industries subsequent to Aug. 1, 1913. No longer employed by the State Board of Health.

III. Chief chemist, ¹	1 at \$4,000.00 yr.
A. Chemical laboratory (State House):—	
1. Assistant chemist (in charge under chief chemist),	1 at 2,200.00 yr.
Assistant chemists,	2 at 1,300.00 yr.
“ “	1 at 1,000.00 yr.
“ “	2 at 70.00 mo.
“ “	1 at 60.00 mo.
Assistant chemist (temporary employee),	1 at 60.00 mo.
Assistant chemists (temporary employees),	2 at 50.00 mo.
2. Biologist,	1 at 75.00 mo.
3. Laboratory assistant,	1 at 2.00 day
Laboratory assistant (temporary employee),	1 at 25.00 mo.
4. Stenographer,	1 at 75.00 mo.
Clerk,	1 at 50.00 mo.
B. Lawrence experiment station:—	
1. Biologist (in charge under chief chemist),	1 at 1,900.00 yr.
2. Chemist,	1 at 1,450.00 yr.
“	1 at 1,300.00 yr.
3. Bacteriologist,	1 at 1,000.00 yr.
4. Filter attendant,	1 at 90.00 mo.
Filter attendant, ²	1 at 15.00 mo.
5. Laboratory assistant and clerk,	1 at 70.00 mo.
6. Laborer,	1 at 57.50 mo.
“	1 at 40.00 mo.
Laborer, ²	1 at 10.00 mo.
IV. Director, pathological laboratory (part time),	1 at 1,000.00 yr.
A. Expert assistant,	1 at 1,750.00 yr.
“ “	1 at 1,500.00 yr.
B. Laboratory assistant,	1 at 80.00 mo.
“ “	1 at 55.00 mo.
“ “	1 at 35.00 mo.
“ “	1 at 30.00 mo.
C. Foreman (stable),	1 at 65.00 mo.
Stable workman,	1 at 50.00 mo.
D. Janitor and helper,	1 at 55.00 mo.
Helper (temporary employee),	1 at 30.00 mo.
V. Plumbing examiner,	1 at 2,000.00 yr.
Plumbing examiners (employed by the day),	2 at 5.00 day

¹ Also receives \$1,800 annual salary from Massachusetts Highway Commission.

² Works about two hours daily.

THE METROPOLITAN WATER AND SEWERAGE BOARD.

1. *General Information.*

(a) The Metropolitan Water and Sewerage Board was created by chapter 168, Acts of 1901, to replace two previously existing boards, — the Metropolitan Sewerage Commissioners, established by chapter 439, Acts of 1889, and the Metropolitan Water Board, established by chapter 488, Acts of 1895. The Board held its first meeting March 20, 1901.

(b) The main office of the Board is at 1 Ashburton Place, Boston.

(c) The total land area owned or controlled by the Board Dec. 1, 1913, was 10,051.8 acres; water area, 8,702.3 acres; total, 18,754.1 acres. This does not include some small areas used for sewerage pumping stations, and estimated to contain less than 20 acres. The total length of water pipe-lines was about 116 miles; of sewer pipe-lines, about 106 miles.

(d) The total number of officials and employees in the service of the Board, July 1, 1914, was 508.

(e) The total appropriation for the work of the Board during 1914 was \$774,496.91. Expenditures from the appropriations for the Board are reimbursed to the State by the cities and towns included in the water and sewerage systems. (See statement under "3. Finances.")

2. *Functions, Powers and Duties.*

According to the terms of the act creating the Board (chapter 168, Acts of 1901), all powers, rights, duties and liabilities of the Board of Metropolitan Sewerage Commissioners and the Metropolitan Water Board were transferred to the newly created board. Some description of the powers of these two boards is consequently necessary.

Metropolitan Sewerage Commissioners. — The Metropolitan Sewerage Commissioners were required by the act creating them to "construct, maintain and operate for the cities of Boston, Cambridge, Somerville, Malden, Chelsea, Woburn, and the towns of Stoneham, Melrose, Winchester, Arlington, Belmont, Medford, Everett and Winthrop such main sewers and other works as shall be required for a system of sewage disposal for said cities and towns, and for the cities of Boston, Waltham and Newton,

and the towns of Watertown and Brookline another such system, both of which systems shall be in substantial accordance with the plans reported and recommended by the state board of health in its report to the legislature of eighteen hundred and eighty-nine."

By the same statute the commissioners were given power —

(1) To make all contracts necessary for the construction of the sewers and works described, or where deemed advisable, to carry on construction by day labor.

(2) To contract with any other city or town for extending thereto either of the systems authorized.

(3) To take by purchase or otherwise any lands, watercourses, rights of way or easements, and to take by purchase or otherwise or enter and use any existing sewers or parts of sewers necessary for carrying out its plans. (See chapter 439, Acts of 1889, sections 3 and 4.)

Other sections of the act give various additional powers, for example, the power to dig up and change the grade of streets and ways, alter the direction of watercourses, etc. By section 8 the Board is required to "keep for each of said systems full, accurate and separate accounts of its receipts, expenditures, disbursements, assets and liabilities," and to include an abstract of these accounts in its reports to the General Court.

Chapter 406, Acts of 1895, provides that the Metropolitan Sewerage Commissioners shall construct, maintain and operate a system of sewerage for Boston, Dedham, Hyde Park and Milton. The provisions of this act empowering the Board to take land, etc., are similar to those in the act creating the Board.

By chapter 424, Acts of 1899, the Board was required to construct, maintain and operate "a system of sewage disposal for the South Metropolitan System," including "such mains, sewers and other works as may be necessary, in substantial accordance with plans outlined in a special report of said board to the general court of eighteen hundred and ninety-nine." This act provides that "the south metropolitan system shall include the present Charles river valley metropolitan sewerage district, comprising a part of Boston, the cities of Newton and Waltham, and the towns of Watertown and Brookline; the present Neponset valley metropolitan sewerage district, comprising a part of Boston and the towns of Dedham, Hyde Park and Milton; also Quincy and such portion of Dorchester, Roxbury and West Roxbury as are not included in the present metropolitan sewer-

age areas, and as are so situated as to be drained into the proposed high-level sewer substantially as outlined on maps contained" in the special report of the Board to the Legislature of 1899.

Since the passage of the first act, in 1889, the General Court has added to the north metropolitan district a part of Wakefield, a part of Lexington and the town of Revere. The south district remains as constituted in 1899.

Metropolitan Water Board. — The Metropolitan Water Board was created by chapter 488, Acts of 1895. The most important sections of this act are 3, 9 and 11, the essential parts of which read as follows: —

SECTION 3. Said board, acting for the Commonwealth, shall construct, maintain and operate a system of metropolitan water works substantially in accordance with the plans and recommendations of the state board of health, contained in their report to the legislature of the year eighteen hundred and ninety-five, and shall provide thereby a sufficient supply of pure water for the following named cities and towns, and the inhabitants thereof, to wit: — The cities of Boston, Chelsea, Everett, Malden, Medford, Newton and Somerville, and the towns of Belmont, Hyde Park, Melrose, Revere, Watertown and Winthrop, which cities and towns shall constitute the Metropolitan Water District; shall secure and protect the purity of said water; shall on application furnish water to any city or town aforesaid that at the time of application owns its water pipe system; shall on application admit any other city or town, any part of which is within ten miles of the state house, into said water district, and furnish water to the same on the terms prescribed by this act for the cities and towns aforesaid, and on such payment of money as said board may determine; shall on application furnish water to any water company owning the water pipe system in any town within said ten miles, on such water company assuming the assessments of the town, if any, and making such payment of money as said board may determine; and may from time to time furnish water to any other city, town or water company, on such payment of money as said board may determine. . . .

SECTION 9. Said board in carrying out the powers and duties hereinbefore conferred upon them may construct and maintain buildings, machinery, roads, conduits and aqueducts; may lay and maintain pipes, drains and wires; may alter or change the grades or directions of any water course; may carry and conduct any aqueduct, conduit, pipe, drain or wire under or over any water course, or any railroad, street or other way, in such a manner as not unnecessarily to obstruct or impede travel thereon; may dig up any such road, street or way, and lay, maintain and repair aqueducts, conduits, pipes, wires and other works beneath the surface thereof . . . ; said board may enter upon and use the lands of others; may take down dams to such an extent as they may deem necessary for prosecuting their works, and shall rebuild such dams whenever the necessity for keeping them down ceases; . . . and in general may do any other act or thing necessary or proper for carrying out the powers and duties conferred upon them by this act.

SECTION 11. Said board and any city, town or water company aforesaid, may agree with each other for the storing or pumping of water, or the furnishing of the same as aforesaid by either party to any city, town or company; and any such city, town or company may sell to said board, and said board may purchase any property of such city, town or company, whether taken by eminent domain or otherwise, that said board may deem desirable for use in furnishing, as aforesaid, water to any city, town or water company; and said board may sell at public or private sale any property, real or personal, whether taken by eminent domain or otherwise, no longer needed for the water works under their charge, or may from time to time lease any property not then so needed. The proceeds from the operations of said board shall be paid into the treasury of the Commonwealth.

Provision is also made by this act for the construction of the Wachusett reservoir, and for the taking of the water works of the city of Boston, and those connected with Spot Pond, Stoneham. (See section 4.)

Since the passage of this original act the city of Quincy and the towns of Nahant, Arlington, Stoneham, Milton and Lexington have been admitted to the district upon terms fixed by the Board in accordance with the act. The town of Swampscott has also been admitted by special legislation. (Chapter 560, Acts of 1908.)

Upon the creation of the Metropolitan Water and Sewerage Board, in 1901, that Board took over all the work of the two previously existing boards, which consists mainly of the construction of such new works as may be authorized from time to time by the Legislature, and the operation of the water and sewerage systems already constructed. At the Wachusett dam in the town of Clinton an electric power plant has been installed under the authority given in the last part of section 3 of chapter 488 of the Acts of 1895, and is now in operation, the power generated being supplied to a transmission company. By chapter 601, Acts of 1914, the Board is authorized to construct a similar plant at the Sudbury Dam in the town of Southborough.

3. *Finances.*

The cost of constructing, maintaining and operating the metropolitan water and sewerage systems is assessed on the cities and towns included in the water system and the sewerage system upon somewhat different bases, all of which are established by statute. They may be described in outline as follows: —

Apportionment of Expenses of Water System.

The Treasurer of the Commonwealth is required to apportion among the cities and towns of the water district the amount required in each year to pay the interest, sinking fund requirements and expenses of maintenance and operation of the water system, one-third in proportion to their respective valuations for the preceding year and two-thirds in proportion to the consumption by the cities and towns, in the preceding year, of water received from all sources of supply as determined by the Board and certified to the Treasurer. But in reckoning these proportions there is included only one-fifth the total valuation, and nothing for consumption, for any city or town which has not reached the safe capacity of its sources of supply or of the sources of supply of the water company by which it is supplied, or which has not applied to the Board for water. Furthermore, any city or town assessed upon its full valuation, which agrees with the Board to furnish from its own works a constant and fixed quantity of water of proper quality for a term of five or more years as a part of its own supply must be credited in its apportionment with a sum for every million gallons so furnished to be determined and certified by the Board, this sum not to be less than \$24 per million gallons and not to exceed the average cost to the district of water furnished from the metropolitan supply during the year preceding the assessment. (Acts of 1906, chapter 457; and as to allowances for water furnished from city and town sources, Acts of 1913, chapter 422.)

The city of Newton, though included in the district, takes no water from the Board, and so pays only on the basis of one-fifth of its valuation, with no charge for consumption.

Apportionment of Expenses of Sewerage System.

For meeting annual interest and sinking fund requirements of the sewerage system as estimated by the Treasurer, and any deficiency in the amount previously paid in; the amount due is apportioned according to the relative taxable valuations of the cities and towns in the sewerage district, as last established by the General Court for apportioning State and county taxes.

For meeting costs of maintenance and operation, as estimated and certified by the Board, and to meet any deficiency in the amounts previously paid in, the amount due is apportioned on the basis of the respective populations of the cities and towns according to the latest State or national census.

If less than the whole area of a city or town is included in either district, only the valuation or population of the part included is considered.

The proportions in which each city and town is required to make payments is determined by the Board; the amounts of money due from each is determined by the Treasurer.

Payments due from cities and towns on account of both systems are payable at the same time as their proportion of the State tax.

4. *Control and Direction.*

The work of this department is controlled and directed by the Metropolitan Water and Sewerage Board, consisting of a chairman and two members, one being appointed each year by the Governor, subject to confirmation by the Council, for a term of three years. Members of the Board may be removed by the Governor, with the assent of the Council. The chairman is designated by the Governor at the time of his appointment. The chairman of the Board receives an annual salary of \$5,000, the other members, \$4,500. The names and addresses of the present members of the Board, and the year in which their terms expire, are:—

Henry P. Walcott, *Chairman*, Cambridge, 1914.

Thomas E. Dwyer, Wakefield, 1915.

Edward A. McLaughlin, Boston, 1916.

The Board has all the powers and duties conferred upon the two boards which it succeeded, subject to the amendments and additions made by subsequent legislation. It also has such authority as is conferred by general laws upon State boards and commissions, so far as such powers are applicable to its undertakings.

5. *Management.*

The administrative work of the Board and its office are managed by a secretary appointed by the Board for an indefinite term. The secretary is responsible to the Board and may be removed by it at any time. The present secretary is Mr. William N. Davenport, whose salary is \$4,500 per annum.

The water works under the Board's control are in charge of a chief engineer, who is appointed and may be removed in the same manner as the secretary. The chief engineer is now Mr. Dexter Brackett, who receives a salary of \$6,000 per annum.

The sewerage division is also in charge of a chief engineer appointed for an indefinite term, and removable by the Board. Mr. Frederick D. Smith, whose salary is \$4,000 a year, is now in charge of this division.

These three officials exercise such authority as is necessary to carry on the work of their respective divisions, and execute such orders from the Board as they may receive.

The chief engineer of water works and the engineer of sewer-

age works report to the Board monthly. The heads of subdepartments in their divisions are required to report to them weekly. The secretary and the two chief engineers report from time to time upon matters referred to them for investigation and upon various questions arising in connection with their regular work. The Board requires that heads of departments make reports upon all matters outside the ordinary routine of maintenance work.

All appointments and discharges of employees are made in accordance with civil service rules, except as to positions exempt from civil service requirements. The Board itself makes all appointments, recommendations being submitted by the heads of the various departments, except in the case of laborers, who are employed by the superintendents in charge of work.

6. *Organization, Classes of Officials and Employees and Rates of Compensation.*

The officials and employees of this department are organized in three main groups or divisions, under the three principal officials already mentioned. These divisions and their more important subdivisions are shown in the following outline: —

Chairman of the Board,	1
Member of the Board, ¹	1
I. Secretary and executive officer, purchasing agent, clerks, etc.,	17
II. Chief engineer, water works, and assistant,	2
A-H. Assistant engineers, stenographers, etc.,	22
I. Superintendent pumping stations, engineers, firemen, etc.,	59
J. Superintendent pipe lines and reservoirs, foreman, attendants, etc.,	83
K. Superintendent, Sudbury department, engineers, foremen, etc.,	73
L. Superintendent, Wachusett department, engineers, foremen, etc.,	69
III. Chief engineer, sewerage works,	1
A-F. Inspectors, draftsmen, etc.,	19
G. Foreman, north system maintenance, subforemen, mechanics, laborers, etc.,	53
H. Foreman, south system maintenance, subforemen, mechanics, laborers, etc.,	26
I-O. Engineers, firemen, oilers, etc., pumping stations,	94
Total number of officials and employees,	520

¹ Usually two members beside the chairman; one vacancy Aug. 1, 1913.

The classes of officials and employees in each group or division, together with the rates of compensation on Aug. 1, 1913, are shown in the following statement:—

Chairman of the Board,	1 at \$5,000.00 yr.
Member of the Board, ¹	1 at 4,500.00 yr.
I. Secretary and executive officer,	1 at 4,500.00 yr.
A. Purchasing agent,	1 at 2,150.00 yr.
B. Bookkeeper,	1 at 1,200.00 yr.
C. Paymaster,	1 at 1,100.00 yr.
D. { Clerk,	1 at 1,080.00 yr.
"	1 at 960.00 yr.
"	1 at 780.00 yr.
E. { Stenographers and clerks,	2 at 1,050.00 yr.
Stenographer and clerk,	1 at 720.00 yr.
F. Telephone operator,	1 at 728.00 yr.
G. Messenger (provisional),	1 at 300.00 yr.
H. Janitor,	1 at 1,050.00 yr.
First assistant,	1 at 780.00 yr.
Second assistant,	1 at 720.00 yr.
I. Agent,	1 at 1,500.00 yr.
Watchman,	1 at 1,003.75 yr.
II. Chief engineer, metropolitan water works,	1 at 6,000.00 yr.
Assistant to chief engineer,	1 at 3,600.00 yr.
A. Stenographer and clerk,	1 at 1,100.00 yr.
Stenographers and clerks,	2 at 80.00 mo.
B. Division engineer,	1 at 190.00 mo.
C. Assistant engineer (in charge of construction),	1 at 145.00 mo.
Assistant engineer,	1 at 100.00 mo.
Instrumentman,	1 at 85.00 mo.
Rodman,	1 at 60.00 mo.
D. Office assistant (in charge general office),	1 at 120.00 mo.
Photographer ² (also does blueprinting),	1 at 70.00 mo.
Clerk (keeps records of water consumption),	1 at 60.00 mo.
Clerk,	1 at 40.00 mo.
Messenger,	1 at 25.00 mo.
"	1 at 20.00 mo.
E. Assistant engineer ³ (in charge physical laboratory),	1 at 120.00 mo.
Assistant,	1 at 20.00 mo.
F. Biologist (in charge biological laboratory),	1 at 100.00 mo.
Assistant,	1 at 20.00 mo.
G. Draftsman,	1 at 125.00 mo.
Assistant,	1 at 120.00 mo.

¹ Usually two members beside the chairman; one vacancy Aug. 1, 1913.

² Employed also on work for sewerage department.

H.	Sanitary inspector, water works, . . .	1 at	\$160.00 mo.
	Assistant sanitary inspector, . . .	1 at	90.00 mo.
I.	Superintendent water works, pumping stations, . . .	1 at	2,800.00 yr.
	1. Clerk, . . .	1 at	17.00 wk.
	2. Assistant engineers (Chestnut Hill station), . . .	9 at	25.00 wk.
	Machinist, . . .	1 at	21.00 wk.
	Head firemen, . . .	2 at	19.00 wk.
	Firemen, . . .	7 at	18.00 wk.
	Helpers, . . .	14 at	16.00 wk.
	Oilers, . . .	7 at	18.00 wk.
	3. Assistant engineer (Arlington station), . . .	1 at	25.00 wk.
	Assistant engineers, . . .	2 at	23.00 wk.
	Oiler, . . .	1 at	18.00 wk.
	4. Engineer (Spot Pond station), . . .	1 at	30.00 wk.
	Assistant engineer, . . .	1 at	24.00 wk.
	Assistant engineer, . . .	1 at	23.00 wk.
	Firemen, . . .	5 at	18.00 wk.
	5. Engineer and machinist (Hyde Park station), . . .	1 at	25.00 wk.
	Assistant engineers, . . .	2 at	23.00 wk.
	Assistant engineer, . . .	1 at	21.00 wk.
	Fireman, . . .	1 at	18.00 wk.
J.	Superintendent, pipe lines and reservoirs, . . .	1 at	190.00 mo.
	1. Clerks, . . .	2 at	70.00 mo.
	2. { Inspector, reading and repairing Venturi meters, . . .	1 at	3.25 day
	{ Inspector, reading and repairing Venturi meters, . . .	1 at	3.00 day
	3. Foreman, pipe lines (Southern district), . . .	1 at	28.00 wk.
	Sub-foreman, . . .	1 at	21.00 wk.
	Carpenter, . . .	1 at	3.75 day
	Blacksmith, . . .	1 at	3.00 day
	Calkers, . . .	2 at	2.75 day
	Chauffeur, . . .	1 at	2.75 day
	Yardman (Chestnut Hill yard), . . .	1 at	2.50 day
	Laborer ¹ (Chestnut Hill yard), . . .	1 at	2.50 day
	Watchmen (Chestnut Hill stable yard), . . .	2 at	2.50 day
	Stableman (Chestnut Hill stable), . . .	1 at	2.50 day
	Mason and laborer, . . .	1 at	{ ² 4.00 day
	Laborers, ⁴ . . .	9 at	{ ³ 2.50 day
			2.50 day

¹ Also acts as carpenter's helper.² As mason.³ As laborer.⁴ One also does teaming when necessary.

4. Foreman, pipe lines (northern district),	1 at	\$27.00 wk.
Subforeman,	1 at	22.00 wk.
Clerk (position vacant August 1).		
Stenographer and clerk,	1 at	55.00 mo.
Carpenter,	1 at	3.75 day
Mechanic and calker,	1 at	3.00 day
Calker,	1 at	2.75 day
Derrickman (Glenwood yard),	1 at	2.75 day
Watchmen (Glenwood yard),	3 at	2.50 day
Relief watchman (Glenwood yard),	1 at	2.50 day
Stableman,	1 at	2.50 day
Mason and laborer,	1 at	1 4.00 day 2 2.50 day
Laborers * (1 temporary),	8 at	2.50 day
5. Foreman, Chestnut Hill Reservoir,	1 at	24.00 wk.
Attendant,	1 at	2.50 day
Laborers,	10 at	2.50 day
6. Foreman, Spot Pond (has use of house),	1 at	20.00 wk.
Attendant, ⁴	1 at	18.00 wk.
Attendant,	1 at	2.50 day
Laborers (2 temporary),	7 at	2.50 day
7. Attendant, Mystic stables (also mechanic),	1 at	3.25 day
Attendant,	1 at	2.50 day
Stableman,	1 at	2.50 day
Laborers * (1 temporary),	2 at	2.50 day
8. Attendant, Weston Reservoir (has use of house),	1 at	18.00 wk.
Laborers,	3 at	2.50 day
9. Attendant, Forbes Hill Reservoir (Quincy),	1 at	65.00 mo.
Laborers,	2 at	2.50 day
10. Attendant, Fells Reservoir,	1 at	2.50 day
K. Superintendent, Sudbury department,	1 at	200.00 mo.
1. { Assistant engineer, plans and surveys,	1 at	117.00 mo.
Assistant engineers, plans and surveys,	2 at	110.00 mo.
a. Instrumentman,	1 at	80.00 mo.
b. Rodman,	1 at	70.00 mo.
c. Stenographer and clerk,	1 at	55.00 mo.
d. Janitor (also keeper at Farm Pond gatehouse),	1 at	16.50 wk.

¹ As mason.² As laborer.³ One also does teaming when necessary, and one relieves at stables.⁴ Temporarily in charge owing to absence of foreman.⁵ One acts also as carpenter's helper.

2. Foreman, Sudbury Reservoir,	1 at	\$22.00 wk.
Watchman, Sudbury Reservoir		
(for certain seasons),	1 at	15.00 wk.
Gatekeeper, Sudbury dam (has		
use of house),	1 at	15.00 wk.
Sectionman, Southborough divi-		
sion (has use of house),	1 at	15.00 wk.
Sectionman, Marlborough divi-		
sion,	1 at	15.00 wk.
Laborers (1 temporary),	7 at	2.50 day
Attendant, Marlborough Brook		
filter beds,	1 at	18.00 wk.
Laborers (temporary),	9 at	2.50 day
3. Foreman, reservoirs in Framing-		
ham, Ashland and Hopkin-		
ton (has use of house),	1 at	21.00 wk.
Watchman, Waushacum Pond		
(for certain seasons),	1 at	30.00 mo.
Attendant, Framingham reser-		
voirs, 1, 2 and 3,	1 at	15.00 wk.
Gatekeeper, Ashland dam (has		
use of house),	1 at	15.00 wk.
Gatekeeper, Hopkinton dam (has		
use of house),	1 at	15.00 wk.
Gatekeeper, Whitehall Reservoir,		
Hopkinton (for certain sea-		
sons),	1 at	.50 day
Laborers, ¹	8 at	2.50 day
Watchman, Whitehall Reservoir		
(for certain seasons),	1 at	1.00 day
4. Foreman, Lake Cochituate (has		
use of house),	1 at	18.00 wk.
Watchmen (for certain seasons),	2 at	15.00 wk.
Laborers, ²	5 at	2.50 day
5. Foreman, aqueduct lines,	1 at	24.00 wk.
Watchman and patrol, Echo		
Bridge, etc.,	1 at	2.50 day
Patrolmen and laborers, Weston		
aqueduct,	2 at	15.00 wk.
Laborers, Weston aqueduct,	2 at	2.50 day
Patrolman and laborer, Sudbury		
and Cochituate aqueducts,	1 at	2.50 day
Laborers, Sudbury and Cochitu-		
ate aqueducts, ³	10 at	2.50 day
6. Engineer, Pegan pumping station,		
Natick,	1 at	24.00 wk.
Assistant engineer,	1 at	18.00 wk.
Laborer, Pegan filter beds,	1 at	2.50 day

¹ One takes water samples and temperatures, another acts as teamster when necessary.

² One does rough carpentry work; one cares for horses and has charge of gates.

³ One points stone masonry; one does patrol work on part of Sudbury aqueduct at time of large flows.

L.	Superintendent, Wachusett department,	1 at	\$220.00 mo.
	{ Assistant engineer,	1 at	120.00 mo.
	1. { Assistant engineer and assistant		
	sanitary inspector,	1 at	110.00 mo.
	Instrumentman,	1 at	80.00 mo.
	" "	1 at	75.00 mo.
	Stenographer and clerk,	1 at	65.00 mo.
	2. Chief electrician, power plant,	1 at	1,900.00 yr.
	Operator, power plant,	1 at	4.00 day
	Helper, power plant,	1 at	3.00 day
	" " "	1 at	2.75 day
	" " "	1 at	2.50 day
	Watchman, power plant,	1 at	2.50 day
	3. Foreman carpenter,	1 at	23.00 wk.
	Carpenter (temporary),	1 at	3.50 day
	4. Sectionman, in charge open chan-		
	nel, Wachusett aqueduct,	1 at	2.75 day
	Laborers,	3 at	2.50 day
	5. Foreman, reservoir, eastern section		
	and aqueduct (has use of		
	house),	1 at	1 22.00 wk.
	Keeper, buildings and grounds at		
	dam,	1 at	16.50 wk.
	Laborer, assistant to foreman,	1 at	2.75 day
	Laborers,	11 at	2.50 day
	6. Foreman, reservoir, central section,		
	forestry, etc. (has use of		
	house),	1 at	1 20.00 wk.
	7. Foreman, reservoir, western section,		
	forestry, etc. (has use of		
	house),	1 at	1 22.00 wk.
	Laborers ¹ (12 temporary),	29 at	2.50 day
	Laborer, ²	1 at	2.50 day
	Water boy (temporary),	1 at	1.00 day
	8. Keeper, in charge Clinton sewer-		
	age works,	1 at	20.00 wk.
	Laborer,	1 at	2.50 day
	9. Attendant, Sterling filter beds and		
	Waushacum Lake,	1 at	15.00 wk.
	10. Mechanic, repair work,	1 at	18.00 wk.
III.	Chief engineer, sewerage works,	1 at	4,000.00 yr.
	A. Division engineer, charge of office,	1 at	165.00 mo.
	Draftsman,	1 at	110.00 mo.
	" "	1 at	100.00 mo.
	Stenographer,	1 at	75.00 mo.
	" "	1 at	70.00 mo.
	B. Chief inspector, sewer construction,	1 at	150.00 mo.
	Inspectors,	5 at	125.00 mo.

¹ Also allowed \$1 a day for horse and wagon.

² Some of these laborers report to foreman No. 6, but how many cannot be stated as the gang under each foreman varies.

³ Allowed \$0.50 a day for horse and wagon, or \$3.75 a day for horse, wagon and driver.

C.	Assistant engineer, north district,	1 at	\$150.00 mo
D.	Assistant engineer (surveys, etc.),	1 at	125.00 mo.
	Instrumentman,	1 at	80.00 mo.
	Rodmen,	1 at	75.00 mo.
	"	2 at	60.00 mo.
E.	Inspector,	1 at	100.00 mo.
F.	Engineering assistant,	1 at	75.00 mo.
G.	Foreman, north system maintenance,	1 at	150.00 mo.
	1. { Subforeman, East Boston yard,	1 at	27.00 wk.
	{ Subforeman, East Boston yard,	1 at	19.50 wk.
	Carpenter,	1 at	22.50 wk.
	Stonecutter,	1 at	19.50 wk.
	Painters,	2 at	18.00 wk.
	Blacksmith's helper,	1 at	18.00 wk.
	Mechanics (bracing trenches and other rough work),	2 at	18.00 wk.
	Stableman,	1 at	16.00 wk.
	"	1 at	15.00 wk.
	Laborer,	1 at	16.00 wk.
	Laborers (4 temporary),	12 at	15.00 wk.
	2. Subforeman, Winchester,	1 at	19.50 wk.
	Laborers (3 temporary),	9 at	15.00 wk.
	3. Subforeman, Deer Island yard,	1 at	19.50 wk.
	Carpenter,	1 at	21.00 wk.
	Laborers (2 temporary),	6 at	15.00 wk.
	4. Subforeman, Charlestown yard,	1 at	19.50 wk.
	Laborer,	1 at	16.00 wk.
	5. Subforeman, West Medford yard,	1 at	19.50 wk.
	6. Machinist, East Boston machine shop,	1 at	21.00 wk.
	Machinist,	1 at	18.00 wk.
	7. Ferryman, Deer Island,	2 at	16.00 wk.
	8. Mason (charge masonry work),	1 at	30.00 wk.
	9. Chauffeur, ¹	1 at	20.00 wk.
	10. Laborer, East Boston pumping sta- tion (temporary),	1 at	15.00 wk.
H.	Foreman, south system maintenance,	1 at	150.00 mo.
	1. Inspector and subforeman (tempo- rarily at Somerville),	1 at	28.77 wk.
	2. Subforemen, Ward Street yard,	2 at	19.50 wk.
	Stableman,	1 at	16.00 wk.
	Laborer at stables,	1 at	15.00 wk.
	Laborers,	2 at	16.00 wk.
	"	9 at	15.00 wk.
	3. Blacksmith and machinist, Ward Street machine shop,	1 at	22.50 wk.
	4. Laborer, Ward Street station,	1 at	15.00 wk.
	5. Carpenter, Nut Island yard,	1 at	21.00 wk.
	6. Stableman, Nut Island yard,	1 at	16.00 wk.
	7. Laborers, Nut Island yard,	4 at	15.00 wk.
	8. Laborer, Hyde Park yard,	1 at	15.00 wk.

¹ Also employed under foreman of south system.

I. Engineer in charge, Deer Island pumping station,			1 at	\$30.00 wk.
Assistant engineers,			4 at	24.00 wk.
Firemen,			4 at	18.00 wk.
Oilers,			3 at	18.00 wk.
Relief fireman and screenman,			1 at	17.00 wk.
Screenmen,			3 at	16.00 wk.
J. Engineer in charge, East Boston pumping station,			1 at	30.00 wk.
Assistant engineers,			5 at	24.00 wk.
Firemen,			4 at	18.00 wk.
Oilers,			4 at	18.00 wk.
Fireroom helpers,			3 at	16.00 wk.
Machinist,			1 at	21.00 wk.
Screenmen,			3 at	16.00 wk.
K. Engineer in charge, Charlestown pumping station,			1 at	30.00 wk.
Assistant engineers,			4 at	24.00 wk.
Firemen,			3 at	18.00 wk.
Oilers,			4 at	18.00 wk.
Relief fireman and screenman,			1 at	17.00 wk.
Screenmen,			3 at	16.00 wk.
L. Engineer in charge, Alewife Brook pumping station,			1 at	28.00 wk.
Assistant engineers,			5 at	21.00 wk.
Screenman,			1 at	16.00 wk.
M. Engineer in charge, Ward Street pumping station, ¹			1 at	36.54 wk.
Assistant engineers,			5 at	25.00 wk.
Assistant engineers,			3 at	21.00 wk.
Relief engineer,			1 at	25.00 wk.
Firemen,			4 at	18.00 wk.
Oilers,			5 at	18.00 wk.
Record keeper,			1 at	16.50 wk.
N. Engineer in charge, Quincy pumping station,			1 at	28.00 wk.
Assistant engineers,			5 at	21.00 wk.
Screenmen,			2 at	16.00 wk.
O. Engineer in charge, Nut Island pumping station,			1 at	28.00 wk.
Assistant engineers,			4 at	21.00 wk.
Screenman,			1 at	16.00 wk.

¹ Does special work on installations and inspections at other stations.

* Salary \$25 or \$21 a week, according to salary of engineer relieved.

JOINT BOARD ON THE ADMISSION OF THE TOWN OF READING TO THE NORTH METROPOLITAN SEWERAGE DISTRICT.

This Joint Board was established by chapter 116, Resolves of 1914, to report to the next General Court not later than the second Wednesday in January. No appropriation was made for expenses incident to its work.

The Board is required to "consider the expediency and estimate the cost of adding the town of Reading, or a part thereof, to the north metropolitan sewerage district, and of the taking or purchasing by the Commonwealth of the trunk line sewer constructed by the town of Wakefield from the Melrose town line to Main Street in Wakefield."

The Board was to consist of the Metropolitan Water and Sewerage Board and the State Board of Health, but inasmuch as the latter Board has been superseded by a department of public health, that department will act in its stead. The present membership of the Board is —

Henry P. Walcott, <i>Chairman</i> ,	} <i>Metropolitan Water and Sewerage Board.</i>
Thomas E. Dwyer,	
Edward A. McLaughlin,	
Dr. Allan J. McLaughlin, <i>Commissioner of Public Health.</i>	

JOINT BOARD TO PREPARE A PLAN FOR THE DISPOSAL OF SEWAGE IN THE CITY OF LYNN.

This joint board is authorized by chapter 63, Resolves of 1914, to report to the General Court on or before the first Wednesday in January, 1915. Its total expenditure is limited to \$3,000, to be paid in the first instance by the Commonwealth, and then assessed upon the city of Lynn at the time required for the payment of the State tax. All expenses incurred must be reported by the Board to the Governor and Council for their approval.

It is the duty of the Board: —

First, to prepare suitable plans and maps for the disposal of sewage.

Second, to consider the various methods of disposal of sewage and the application of such methods to any part of the present sewerage system in said city.

Third, to employ such engineering and other assistance as may be necessary.

Fourth, to ascertain and report the cost of any means of the disposal of sewage recommended by them.

Provision is made that the Board shall have access to all plans and specifications relating to the sewage disposal of the city.

According to the resolve, the Joint Board is composed of the State Board of Health and the municipal council of Lynn, but as the State Board of Health has now been abolished, its place will be taken by the Department of Public Health, created to supersede the State Board. As the Public Health Council has not yet been appointed, the final composition of the Joint Board cannot be given, but its present membership is as follows: —

Dr. Allan J. McLaughlin,	<i>Commissioner of Public Health.</i>
George H. Newhall,	} <i>Municipal Council, city of Lynn.</i>
Frank A. Turnbull,	
George H. McPhetres,	
Thomas Campbell, 2d,	
George A. Cornet,	

The resolve states nothing as to the compensation of the members of the Joint Board.

JOINT BOARD TO INVESTIGATE THE CONDITION OF SOUTH BAY IN BOSTON HARBOR.

This Joint Board is authorized by chapter 134, Resolves of 1914, and is required to report to the next General Court not later than the second Wednesday in January. It may expend a sum not exceeding \$1,000.

The Board is required to "investigate the practicability and advisability, and estimate the cost of a method or methods of preventing the nuisance now existing in South bay, so-called, in Boston harbor." The Board consists, according to the terms of the resolve creating it, of the State Board of Health, the Directors of the Port of Boston, and the Commissioner of Public Works of the city of Boston. Since the State Board of Health has been abolished, its place on this Board will be filled by the Department of Public Health created to replace the State Board. No provision is made for the compensation of members of the Board. As the public health council has not yet been appointed, the final composition of the Joint Board cannot be given. The names of the officials now composing it are as follows: —

Dr. Allan J. McLaughlin, <i>Commissioner of Public Health.</i>	} <i>Directors of the Port.</i>
Edward F. McSweeney, <i>Chairman,</i>	
Joseph A. Conry,	
Lombard Williams,	
Louis K. Rourke, <i>Commissioner of Public Works, city of Boston.</i>	

HOMESTEAD COMMISSION.

1. *General Information.*

(a) This commission was established by chapter 607, Acts of 1911. Its duties and organization were permanently defined by chapter 595, Acts of 1913.

(b) Office at 31 Beacon Street, Boston.

(c) Number of officials and employees, July 1, 1914, was 10.

(d) Appropriation for expenses for 1914 was \$3,304.03.

2. *Functions, Powers and Duties.*

The functions of the Homestead Commission are to study the operation of the building and tenement house laws; to investigate defective housing conditions and remedial measures; to encourage the creation of local planning boards and to furnish information for their use; to call the attention of city and town governments to the law providing for the appointment of planning boards, so as to promote the purposes of the act.

3. *Control and Direction.*

Control and direction of the work are exercised by the commission which by law consists of nine members. The Director of the Bureau of Statistics, the president of the Massachusetts Agricultural College, the Bank Commissioner, and a member of the State Board of Health (selected by the Board) are members of the Homestead Commission *ex officio*, but the abolishment of the State Board of Health by chapter 792, Acts of 1914, makes the selection of a member of that Board impossible, so that the commission on Sept. 1, 1914, had eight members. The other five members are appointed by the Governor, with the advice and consent of the Council, for terms of three years. One of the five must be a woman, one an attorney at law, one a planning expert, and at least one a representative of the labor class. The names and addresses of the members, with the dates of expiration of the terms of the appointed members on Sept. 1, 1914, were as follows: —

Charles F. Gettemy, Director, Bureau of Statistics, *Chairman, ex officio*, State House.

Kenyon L. Butterfield, *President*, Massachusetts Agricultural College, *ex officio*, Amherst.

Augustus L. Thorndike, Bank Commissioner, *ex officio*, State House, Boston.

Mrs. Eva W. White, Boston, November, 1916.

Warren D. Foster, Boston, September, 1915.

Henry Sterling, *Secretary*, Somerville, September, 1917.

Cornelius A. Parker, Boston, August, 1917.

Arthur C. Comey, Cambridge, July, 1915.

The commission is unpaid, but the members are allowed such sums for their expenses as may be approved by the Governor and Council.

4. *Management.*

The secretary has charge of the ordinary work of the commission, and is remunerated for any loss of time from his regular work due to the business of the commission. The commission usually employs a stenographer at \$50 a month.

PUBLIC SERVICE COMMISSION.

1. *General Information.*

(a) The Public Service Commission was created by chapter 784, Acts of 1913, to replace the Board of Railroad Commissioners established by chapter 408, Acts of 1869. The commissioners entered upon their duties July 3, 1913.

(b) The office of the commission is at 1 Beacon Street, Boston.

(c) The number of officials and employees July 1, 1914, was 44.

(d) The expenses of the Board of Railroad Commissioners were each year assessed upon the railroads under their jurisdiction. The appropriation for the Public Service Commission's expenses, payable from the State treasury, for 1914 was \$177,445.80.

2. *Functions, Powers and Duties.*

The commission supervises the operations of railroads, street railways, steamship lines and express companies, and of telephone and telegraph companies. As to companies doing an interstate business, its authority is, of course, limited by that of the national government. Its jurisdiction is comprehensively defined in section 2, chapter 784, Acts of 1913, which reads as follows: —

The commission shall, so far as may be necessary for the purpose of carrying out the provisions of this or any other act, have general supervision and regulation of, and jurisdiction and control over, the following services, when furnished or rendered for public use within the commonwealth, and all persons, firms, corporations, associations and joint stock associations or companies, hereinafter in this act collectively called common carriers, and severally called a common carrier, furnishing or rendering any such service or services:—

(a) The transportation or carriage of persons or property, or both, between points within the commonwealth by railroads, street railways, hereinafter called railways, electric railroads, and steamships, including express service and car service carried on or upon or rendered in connection with such railroads, railways, electric railroads or steamships.

(b) The operation of all conveniences, appliances, facilities or equipment utilized in connection with, or appertaining to, such transportation or carriage of persons or property or such express service or car service, by whomsoever owned or by whomsoever provided, whether the service be common carriage or merely in facilitation of common carriage.

(c) The transmission of intelligence within the commonwealth by electricity, by means of telephone lines or telegraph lines or any other method or system of communication, including the operation of all conveniences, appliances, instrumentalities, or equipment utilized in connection therewith or appertaining thereto.

In carrying out its powers the commission may inquire into the rates, charges, regulations, practices, equipment and service of common carriers in the Commonwealth. The commission by its members or responsible agents, may inspect the property and equipment of companies under its supervision, and may, when necessary, make a valuation thereof; may establish a system of forms of accounts, records and memoranda to be kept by such companies, and may examine, audit, and compel the production of all their books, records and papers. The approval of the commission is required for all stock and bond issues by common carriers.

The commission may also, after hearing and investigation, determine the just and reasonable rates, fares and charges, and the just, reasonable, safe, adequate and proper regulations, practices, equipment and appliances of common carriers in the Commonwealth, and may fix and prescribe the same by order to be served upon the carriers to be bound thereby. The commission exercises jurisdiction, original or appellate, over eliminations of grade crossings, railroad and street railway locations and land takings therefor, and performs various special functions in the administration of the general railroad, street railway and telephone laws of the Commonwealth.

The commission may be represented at public hearings within or without the State in connection with any proposed legislation or action by public authorities affecting any public service under its supervision, or petition and appear before the Interstate Commerce Commission, and may confer with or appear before boards of other States having powers over common carriers.

3. *Control, Direction and Management.*

Control and direction of the work of this department are exercised by the commission itself, which consists of five members, one of whom is appointed each year by the Governor, subject to confirmation by the Council, for a term of five years. The chairman receives a salary of \$8,500, and each of the other members \$8,000 annually. All are required to give full time to their duties. The commission is authorized to appoint or employ engineers, accountants, statisticians, etc., and to fix their terms of office and their salaries.

The names and residences of the members of the commission on Sept. 1, 1914, with the dates of expiration of their several terms, were as follows: —

Frederick J. Macleod, *Chairman*, Cambridge, 1918.
 George W. Anderson, Boston, 1917.¹
 Everett E. Stone, Springfield, 1916.
 Clinton White, Melrose, 1915.
 John F. Meaney, Blackstone, 1919.

The secretary, under the direction of the commission, has charge of the assignment and notification of public hearings and conferences, conducts the correspondence of the commission, advises complainants in regard to details of law and procedure, assists in the informal adjustment of complaints, and directs the general administrative work of the commission. His salary is \$4,000 a year. The present secretary is Mr. Andrew A. Highlands.

The executive secretary has charge of the records of the meetings of the commission and of the hearings given by it, assists in the drafting of formal orders, directs and supervises the work of the librarian of the commission and prepares the annual reports and the compilations of railroad and street railway laws and other publications from time to time issued by the commission. His salary is \$3,500 a year. The present executive secretary is Mr. Charles E. Mann.

¹ Since resigned.

The assistant secretary has charge of the work of the general office, including the filing and indexing of correspondence, complaints and petitions, and all papers and records relating thereto and exercises immediate supervision over the clerical force of the office. His salary is \$3,000 a year. The present assistant secretary is Mr. Allan Brooks.

The commission employs a force of inspectors whose duty it is to keep closely in touch with the districts to which they are assigned, and to make frequent examination and report of the roadbed and track, bridges and signals, locomotives, cars, equipment and safety appliances of railroad and street railway companies. They investigate conditions of railroad and street railway service and operation in their respective districts, and report upon complaints in relation thereto referred to them for investigation. They are also required to investigate and report upon all collisions of trains or cars, all accidents caused by defective track and equipment, and all fatal and serious accidents however caused upon railroads and street railways, and to attend inquests thereon. The work of the inspection force is directed by the chief of the inspection bureau, whose salary is \$5,000 annually. The present chief of the inspection bureau is Mr. George W. Bishop.

The supervision of all bridges and signals of railroad and street railway companies is under the immediate direction of an engineer of bridges and signals and an assistant. The present engineer of bridges and signals is Mr. Lewis E. Moore, whose salary is \$4,000 annually.

The engineer of the commission advises the commission in regard to engineering features of grade crossing eliminations, and makes the valuations, from time to time required, of railroad and street railway properties. His salary is \$4,000 a year. The present engineer is Mr. Henry W. Hayes.

It is the duty of the accountants of the commission to examine the books and accounts of the companies under the jurisdiction of the commission, to examine and verify the financial reports which the various companies are required to file with the commission, and to tabulate and classify the same.

There is also a rate and tariff bureau, which has charge of the filing, indexing and classification of all rates and tariffs published by railroad and street railway companies, and which makes all necessary investigations regarding such rates and tariffs. Mr. C. Peter Clark is in charge of this bureau, and his salary is \$4,000 a year.

The supervision of telephone and telegraph companies is in charge of a chief of the bureau, whose duties are to supervise the work of inspectors, who inspect equipment, operating methods and files, to investigate and adjust complaints as to rates or efficiency of service, and to make examinations of commercial routine and operating practices to improve service conditions. The chief of the bureau is Mr. William H. O'Brien, whose salary is \$3,500 a year.

4. Organization, Classes of Officials and Employees and Rates of Compensation.

The officials and employees in this department are organized in six main groups or divisions, the official in charge of each being directly responsible to the commission. The number of officials and employees in each of these groups or divisions on Aug. 1, 1914, was as follows: —

Chairman,	1
Commissioners,	4
I. Secretary and office employees,	14
II. Chief inspector, inspectors and assistants,	19
III. Chief accountant and assistant,	2
IV. Chief, rate and tariff bureau, and clerk and stenographer,	2
V. Chief engineer,	1
VI. Chief, telephone and telegraph bureau and inspector,	2
Total number of officials and employees,	45

The classes of employees in each group or division, and the rates of their compensation on Aug. 1, 1914, are shown in the following statement: —

Chairman,	1 at \$3,500.00 yr.
Commissioners,	4 at 8,000.00 yr.
I. Secretary,	1 at 4,000.00 yr.
A. Executive secretary,	1 at 3,500.00 yr.
Stenographers,	3 at 960.00 yr.
“	1 at 900.00 yr.
“	1 at 800.00 yr.
Librarian,	1 at 900.00 yr.
Telephone operator,	1 at 52.00 mo.
B. Assistant secretary,	1 at 3,000.00 yr.
Clerical assistant and file clerk,	1 at 1,200.00 yr.
C. Messenger,	1 at 1,200.00 yr.
Assistant messenger and clerk,	1 at 52.00 mo.
Office boy,	1 at 6.00 wk.

II.	Chief inspector,	1 at \$5,000.00 yr.
	Engineer of bridges and signals,	1 at 4,000.00 yr.
	Assistant,	1 at 1,500.00 yr.
	Railroad inspectors,	1 at 2,500.00 yr.
	" "	3 at 2,000.00 yr.
	Assistant railroad inspector,	1 at 1,500.00 yr.
	Street railway inspector,	1 at 2,500.00 yr.
	" " "	2 at 2,000.00 yr.
	Assistant street railway inspector,	1 at 1,500.00 yr.
	Railroad and street railway inspectors,	2 at 2,500.00 yr.
	Assistant railroad and street railway inspectors,	2 at 1,500.00 yr.
	Motive power inspector,	1 at 2,500.00 yr.
	Assistant motive power inspector,	1 at 1,500.00 yr.
	Stenographer (temporary),	1 at 65.00 mo.
III.	Chief accountant,	1 at 5,000.00 yr.
	Assistant accountant,	1 at 2,000.00 yr.
IV.	Chief, rate and tariff bureau,	1 at 4,000.00 yr.
	Stenographer and clerk,	1 at 900.00 yr.
V.	Chief engineer,	1 at 4,000.00 yr.
VI.	Chief, telephone and telegraph bureau,	1 at 3,500.00 yr.
	Telephone inspector,	1 at 1,500.00 yr.

COMMISSION TO CONSIDER IMPROVEMENT OF TRANSPORTATION FACILITIES IN THE COMMON- WEALTH, ESPECIALLY IN THE FIVE WESTERN COUNTIES.

This commission was created by chapter 146, Resolves of 1914, to report to the next General Court. It is authorized to expend not more than \$10,000, but no expenditure in excess of \$100 may be made without the approval of the Governor and Council.

The commission is required to investigate and consider further the question of the control and development of street railway facilities in the five western counties and in connection with the New York, New Haven & Hartford Railroad, and also "to consider generally the needs, possibilities, and probable benefits, both to the commonwealth and to the five western counties thereof, of a development and extension of transportation facilities, and of a utilization of the agricultural, dairy and stock-raising opportunities of said counties; and to study the causes and remedies for the diminution of population and the decline of industries and agriculture therein; the best method of securing the necessary transportation facilities, including the feasibility and probable cost of construction by the commonwealth of, and the best kind of construction and most practicable and useful

routes for, a system of railroads, street and electric railways or state highways to serve, and to promote the development of, said counties; the advantages and defects of the operation of such a transportation system either by agents of the commonwealth itself, or by leases to, or operating agreements with, existing railroad corporations or street railway companies, or otherwise; the desirability and feasibility of securing the construction of such a system of transportation by existing transportation companies through financial aid from the commonwealth by subscriptions to stock, purchase of bonds, direct loans, or guaranty of stock or bonds, or otherwise; and the expediency, either as a part or independently of the introduction of such transportation system, of a state plan of agricultural credit, under proper safeguards, to present or prospective inhabitants engaged in agriculture or stock-raising."

Provision is made for consultation with the United States Department of Agriculture as to agricultural questions, and with the United States Department of Justice as to the legality of the plans considered by the commission for the development of the section and the railroad questions involved. The commission is also authorized, in its discretion, to confer informally with the officials of New York, Connecticut, Vermont and New Hampshire as to co-operative development of contiguous territory. It is required to give public hearings and to report on or before Jan. 15, 1915, with drafts of such bills as it may deem expedient. Power is given to the commission to administer oaths and to require the attendance of witnesses and the production of documents.

This commission consists of five members appointed by the Governor, with the advice and consent of the Council, to serve until the completion of its report. Members of the General Court of 1914 are eligible for appointment. The names and residences of the persons appointed to this commission are as follows: —

Lewis S. Hyde, *Chairman*, Springfield.
 William G. McKechnie, Springfield.
 Samuel D. Sherwood, Springfield.
 Richard D. Talbot, Springfield.
 Henry J. Ryan, Pittsfield.

BOARD OF GAS AND ELECTRIC LIGHT COMMISSIONERS.

1. *General Information.*

(a) The Board of Gas and Electric Light Commissioners was established by chapter 314, Acts of 1885, as the Board of Gas Commissioners. It was given its present title by chapter 373, Acts of 1889. The Board organized and began the discharge of its duties on Aug. 1, 1885.

(b) The office of the Board is in the Ford Building, 15 Ashburton Place, Boston.

(c) The number of officials and employees in the service of the Board July 1, 1914, was 19.

(d) The total appropriation for the expenses of the Board for 1914 was \$62,500. During the year 1913 the income from fees, which is credited to the Board's expenses, was, for testing gas meters, \$22,552.25, and for testing electric meters, \$149.50, a total of \$22,701.75. The expenses of the Board are each year assessed upon the companies under its jurisdiction, in proportion to the gross earnings of each during the preceding year.

2. *Functions, Powers and Duties.*

The functions of the Board may be stated as follows: —

(a) Supervision and regulation of gas and electric light companies and municipal lighting plants.

(b) Supervision of the operations of water companies.

(c) Inspection of gas.

(d) Inspection of gas meters.

(e) Examination and testing of electric meters.

(f) Abatement of smoke in the district including the following cities and towns: Boston, Cambridge, Somerville, Everett, Chelsea and Brookline.

In connection with the supervision and regulation of gas and electric light companies the Board has power to prescribe the form in which the books and accounts of such companies shall be kept, and to require the keeping of records of work at manufacturing stations and in regard to distributing plants. Each such company is required to make to the Board annually, on or before the second Wednesday of September, a return for the year ending on the thirtieth day of June preceding, showing "the amount of its authorized capital, its indebtedness and financial

condition, on the said thirtieth day of June preceding, its income and expenses during the preceding year, its dividends paid out and declared, a list of the names of all its salaried officers, and the amount of the annual salary paid to each, and the balance sheet of its accounts as of said preceding thirtieth of June." Such companies are also required to furnish to the Board at all times any information required by it relative to their condition, management and operation. (See Revised Laws, chapter 121, sections 29, 30 and 31, as amended by chapter 406, Acts of 1903.)

Upon petition of any person residing or having a place of business in a city or town served by a gas or electric light company, and not supplied with gas or electricity, owing to the refusal or neglect of the company to furnish such a supply, the Board may, after notice to the company and a hearing, order the company to supply the petitioner, on such terms and conditions as are legal and reasonable. (Revised Laws, chapter 121, section 33, as amended by chapter 164, Acts of 1903.)

The Board may order a reduction in the price or improvement in the quality of gas or electricity supplied by any company, after notice and public hearing, upon complaint of the mayor of a city or the selectmen of a town in which the company is located, or upon a similar complaint of twenty customers of the company. A gas or electric light company may apply to the Board to fix the price of the gas or electricity to be sold thereafter by such company, or to revise any former order or action taken by the Board in regard to either the quality or the price of such gas or electricity; and the Board may, after public hearing to the parties interested, adopt such orders as it determines to be just and reasonable. Such orders are binding on all parties until further order of the Board. (Revised Laws, chapter 121, sections 34 and 35.) These sections do not apply to the Boston Consolidated Gas Company, the price of gas supplied by this company being regulated by special act (chapter 422, Acts of 1906).

Both company and municipal plants are required to supply gas and electricity of proper quality. Inspections of gas are made from time to time to determine whether it conforms to the standard fixed, the product of the larger companies being inspected most frequently. The price of gas or electricity furnished by a municipal plant is not, however, controlled by the Board in the same manner as the price of gas or electricity furnished by a private company. The price of gas or electricity supplied by a municipal plant may not, unless the Board con-

sents, be less than cost, nor may it exceed an amount that will allow a profit of 8 per cent. on the net investment. It is the Board's duty to enforce these limitations. Municipal plants are also required to keep records and accounts, and to make returns to the Board, in the same manner as private companies. (See Revised Laws, chapter 34, section 22, and Acts of 1905, chapter 410, section 5.)

Provision is made by chapter 483, section 5, Acts of 1909 (amending former legislation), for the inspection and stamping of all gas meters which are to be furnished to or for the use of any consumer or company.

Tests of electric meters are made upon application of a customer of an electric lighting company, or of the company, as provided by section 36, chapter 121, Revised Laws, as amended by chapter 348, Acts of 1911. Additional provisions applying to demand indicators and other measuring devices are contained in chapter 437, Acts of 1912.

The Board also controls the issue of securities by gas and electric light companies. A company may legally issue only such amount of stock and bonds as the Board approves, and its bond issues are restricted to an amount equal at par to the value of its outstanding capital stock. The Board is authorized to proceed against any company violating these provisions. (See Revised Laws, chapter 109, sections 24, 26-28, also chapter 477, Acts of 1909, and chapter 374, Acts of 1910.)

In addition to the powers already mentioned, the Board has authority to determine many other matters affecting gas and electric companies, as, for example, whether a company shall be allowed to enter a territory already occupied by another similar company, and whether gas companies or electric companies shall be allowed to consolidate. Many individual questions are also brought before the Board relating to conditions of service, rates and other matters arising as a result of relations of the companies with their customers. A great majority of these are decided informally.

Authority to supervise the operations of water companies was given to the Board by chapter 787, Acts of 1914. The Board has powers in respect to these companies similar to those exercised by it over gas and electric companies, particularly as to forms of books and accounts, the keeping of records of work at distributing stations, annual returns, compulsory supply, revision of price and improvement in the quality of the water supplied, inspection and testing of meters, and the issue of securities.

3. *Control, Direction and Management.*

The activities of this department are under the direct charge of the members of the Board itself. They are three in number, one being appointed each year by the Governor, subject to confirmation by the Council, for a term of three years. The present members of the Board are: —

Forrest E. Barker, *Chairman*, Worcester, 1916.

Morris Schaff, Cambridge, 1917.

Alonzo R. Weed, Newton, 1915.

The chairman receives an annual salary of \$5,000, and the other two members \$4,500 each. The Board is responsible to the Governor, and its members may be removed by him for cause after notice and hearing.

The employees of the Board are divided into three main divisions: (1) clerical, (2) gas and gas meter inspection, and (3) smoke inspection. The work of the first division is directed by the clerk of the Board, who is appointed by the Governor, with the advice and consent of the Council, for an indefinite term. The present clerk is Mr. Robert G. Tobey, whose salary is \$3,000 a year. Inspection of gas and gas meters is directed by the chief inspector of gas and gas meters, who, with his two assistants, is appointed by the Governor and Council for a term of three years. Deputy inspectors are appointed by the Board. In the course of their work, this chief inspector, his assistants and deputies visit the communities throughout the State supplied with gas. The present chief inspector of gas and gas meters is Mr. Charles D. Jenkins, who receives an annual salary of \$2,800. The chief inspector of smoke is Mr. William H. Gerrish, whose annual salary is \$2,800. For testing electric meters the Board employs Prof. F. A. Laws of the Massachusetts Institute of Technology, who is compensated at the rate of \$3 per hour when making tests and \$1.50 per hour when traveling. He is also allowed traveling and other expenses. The Board keeps a set of standardized appliances for testing electric meters at the Institute under charge of Professor Laws.

Up to Sept. 1, 1914, no changes in the organization of the department had been made to carry out the provisions of the act authorizing the Board to supervise water companies.

4. *Organization, Classes of Officials and Employees and Rates of Compensation.*

The officials and employees in this department are organized into three groups, the person in charge of each being directly responsible to the Board. These groups, and the number of officials and employees in each group on Aug. 1, 1913, are shown in the following summary: —

Chairman of the Board,	1
Members of the Board,	2
I. Clerk of the Board and office employees,	4
II. Chief inspector of gas and gas meters, assistants, etc.,	9
III. Chief inspector of smoke, inspectors, etc.,	4
<hr/>	
Total number of officials and employees,	20

The classes of officials and employees in each group or division, together with the rates of compensation on Aug. 1, 1913, are shown in the following statement: —

Chairman of the Board,	1 at \$5,000.00 yr.
Members of the Board,	2 at 4,500.00 yr.
I. Clerk of the Board,	1 at 3,000.00 yr.
Clerk,	1 at 1,800.00 yr.
"	1 at 1,000.00 yr.
Reporting stenographer,	1 at 1,200.00 yr.
II. Chief inspector of gas and gas meters,	1 at 2,800.00 yr.
Assistant inspectors,	2 at 1,800.00 yr.
Deputy inspector of gas meters,	1 at 1,040.00 yr.
" " " " "	1 at 74.00 mo.
" " " " "	1 at 15.00 wk.
" " " " "	1 at 14.00 wk.
Deputy inspectors of gas meters (temporary),	2 at 12.00 wk.
III. Chief inspector of smoke,	1 at 2,800.00 yr.
Inspectors,	2 at 1,500.00 yr.
Stenographer,	1 at 720.00 yr.

BANK COMMISSIONER.

1. *General Information.*

- (a) The department was established by chapter 14, Acts of 1838.
- (b) Office located in State House, Boston.
- (c) Number of officials and employees, July 1, 1914, was 50.
- (d) Appropriation for expenses for 1914 was \$121,000.

2. *Functions, Powers and Duties.*

The Bank Commissioner's department examines once in each year, and more often if it is deemed necessary, every banking institution chartered by the Commonwealth and placed under its supervision. It is the duty of the Bank Commissioner to see that the laws governing these institutions are complied with. The department examines the condition of credit unions and of those who are licensed to receive money for transmission abroad and for safe-keeping. The State Treasurer's department is also examined by the Bank Commissioner twice a year: in January, for the joint ways and means committee of the Legislature, and in August for the Governor and Council.

The auditing committee of each savings bank is required to have its institution audited by a certified public accountant, approved by this department; if requested by the auditing committee, the Bank Commissioner's department makes the audit instead of a certified public accountant, the expense of the audit being borne by the bank. Upon request of a trust company the department may make an audit in place of the stockholders' examining committee audit, the expense of the same to be borne by the trust company.

3. *Control and Management.*

The control and management of this department are vested in a commissioner, who is appointed by the Governor, with the advice and consent of the Council, for a term of three years. The present commissioner is Mr. Augustus L. Thorndike, appointed in 1912. His salary is \$5,000 per annum. He exercises full authority over the department. He may be removed from office by the Governor, with the advice and consent of the Council. The Bank Commissioner is also a member of the Board of Bank Incorporation.

The Bank Commissioner's department is subdivided into the following divisions:—

- Savings bank division.
- Trust company division.
- Co-operative bank division.
- Foreign bankers and credit unions division.

Each of the first three divisions mentioned is in charge of a chief, who is responsible to and may be removed from office by

the Bank Commissioner. The foreign banks and credit unions are in charge of a special examiner, who is also responsible to and may be removed from office by the commissioner.

These officials represent the department in their work. The examiners and assistants who conduct bank examinations and audits are required to file weekly reports on their work, accompanied by their expense account for the same time.

All employees of the Bank Commissioner's department are appointed and discharged by the commissioner, not being subject to civil service rules and regulations.

4. *Organization, Classes of Officials and Employees and Rates of Compensation.*

The officials and employees of this department are organized into five main groups or divisions, each of which is directly responsible to the commissioner. The titles of these groups, with the number of officials and employees in each group on Aug. 1, 1913, are shown in the following outline: —

Bank Commissioner,	1
Deputy commissioner,	1
I. Clerical division,	11
II. Savings bank division,	13
III. Trust company division,	7
IV. Co-operative bank division,	18
V. Special examiner,	1
<hr/>	
Total number of officials and employees,	52

The classes of officials and employees in each main group or division and the rates of compensation on Aug. 1, 1913, are shown in the following statement: —

Bank Commissioner,	1 at \$5,000.00 yr.
Deputy commissioner (also chief of trust company division),	1 at 3,500.00 yr.
I. Clerical division: —	
Chief clerk,	1 at 2,300.00 yr.
Stenographer,	1 at 1,100.00 yr.
"	1 at 900.00 yr.
"	1 at 720.00 yr.
Clerk,	1 at 720.00 yr.
Clerks (temporary),	1 at 780.00 yr.
"	1 at 12.00 wk.
"	3 at 10.00 wk.
Messenger,	1 at 600.00 yr.

II. Savings bank division:—

Chief,	1 at \$2,500.00 yr.
Examiner,	1 at 2,200.00 yr.
Assistant examiners,	2 at 1,800.00 yr.
“ “	3 at 1,400.00 yr.
“ “	2 at 1,200.00 yr.
“ “	1 at 1,100.00 yr.
“ “	1 at 800.00 yr.
Auditing clerks,	2 at 900.00 yr.

III. Trust company division:—

Deputy bank commissioner, chief of this division, reported above:—

Examiners,	2 at 2,200.00 yr.
Assistant examiners,	5 at 1,400.00 yr.

IV. Co-operative bank division:—

Chief,	1 at 2,500.00 yr.
Assistant examiners,	3 at 1,800.00 yr.
“ “	1 at 1,300.00 yr.
“ “	3 at 1,200.00 yr.
“ “	1 at 1,000.00 yr.
Auditing clerks,	8 at 1,000.00 yr.
“ “	1 at 900.00 yr.

V. Special examiner (has charge of foreign bankers and credit unions division),	1 at 2,200.00 yr.
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BOARD OF BANK INCORPORATION.

1. *General Information.*

- (a) Established by chapter 204, Acts of 1906.
- (b) Office located in State House, Boston.
- (c) Number of officials and employees on July 1, 1914, was 4.
- (d) Appropriation for expenses for 1914 was \$200.

2. *Functions, Powers and Duties.*

It is the duty of the Board to pass upon all applications, after public hearings, for the establishment of domestic banking corporations, the establishment of trust departments of trust companies, and the change of name of banking institutions incorporated under the laws of this Commonwealth.

3. *Control, Direction and Management.*

The Bank Commissioner, Treasurer and Receiver-General and the Commissioner of Corporations constitute the Board, which is organized with a chairman and a clerk, all of whom serve without compensation. The clerk of the Board is also the deputy bank commissioner. He receives all applications and petitions, arranges hearings, forwards form of advertisement to attorney acting for petitioners, attends all hearings and keeps the records.

TRUSTEES OF GENERAL INSURANCE GUARANTY FUND, STATE ACTUARY AND STATE MEDICAL DIRECTOR.

By chapter 561 of the Acts of 1907, the General Insurance Guaranty Fund is created a body corporate with such powers as are specifically provided in that act and with all the general corporate powers incident thereto. The act (section 14) provides that "the affairs of said corporation shall be managed by a board of seven trustees, who shall be appointed by the governor with the advice of the council, shall be selected from persons then trustees of savings banks or of savings and insurance banks, and shall serve without compensation." Sections 15 and 16 of the same act provide that the trustees of the General Insurance Guaranty Fund shall, with the approval of the Governor and Council, appoint an insurance actuary, to be called State Actuary, and a physician, to be known as the State Medical Director. In this report, the trustees of the General Insurance Guaranty Fund, the State Actuary and the State Medical Director, with their assistants and employees, are considered as constituting subdivisions of a single organization unit (or department), the control over which is placed in the trustees of the guaranty fund and the immediate management of which is placed in the secretary of the trustees, the State Actuary and the State Medical Director.

1. *General Information.*

- (a) This department was established in 1907.
- (b) Offices of the Secretary and Actuary located at 161 Devonshire Street; office of Medical Director, 520 Commonwealth Avenue, Boston.
- (c) Number of officials and employees on July 1, 1914, was 16.
- (d) Appropriation for expenses for 1914 was \$17,000.

2. *Functions, Powers and Duties.*

The functions of the department may be summarized as follows:—

- (a) The trustees of the General Insurance Guaranty Fund hold certain funds as a guaranty for all obligations on policies or annuity contracts of the insurance departments of all savings and insurance banks. The funds so held by the trustees consist of moneys turned over to them by every savings and

insurance bank, equal to 4 per cent. of all premiums received on policies or annuities.

There are four savings banks issuing life insurance, namely, the Whitman Savings Bank, the People's Savings Bank of Brockton, the City Savings Bank and the Berkshire County Savings Bank of Pittsfield.

(b) The State Actuary performs the work of insurance actuary for the savings banks which have established insurance departments. He computes all premium charges, surrender values, loan values, etc.; prepares all policy forms used by the banks, and furnishes to them all books of record, schedules and other papers and books. He approves the amounts of the guaranty funds at the banks, makes annual and other valuations, recommends to banks the amounts and scale of distribution of dividends to the policyholders, assists the banks in the interpretation of the insurance laws and practice, and advises with the banks as to expenses and other insurance principles.

(c) The State Medical Director acts on all applications for insurance in the savings banks, as to acceptance, rejection, modification, postponement, or revival; he acts on death claims; determines rules for acceptance and rejection of applicants; appoints and superintends the medical field force, comprising local medical examiners in the various cities and towns.

(d) The secretary assists the savings banks in the general care of the insurance agencies established in factories, mills and other places by the banks.

3. *Control and Direction.*

The Board of Trustees, consisting of seven members, exercises control and direction over this department. The names and addresses of the members on July 1, 1914, with the dates of expiration of their terms were as follows:—

Warren A. Reed, *President*, Brockton, July, 1921.

James F. Jackson, Brookline, July, 1920.

Norman H. White, Brookline, July, 1919.

George Wigglesworth, Milton, July, 1918.

Frank J. Hale, Newton, July, 1917.

Charles C. Hitchcock, *Treasurer*, Ware, July, 1916.

Hamilton Mayo, Leominster, July, 1915.

The above-named officials are appointed by the Governor, with the advice and consent of the Council, for a term of seven years. They are responsible to and may be removed for cause

by the Governor, with the advice of the Council. The trustees elect from their own number a president, vice president and treasurer. They also elect a clerk, and adopt a code of by-laws. The trustees have the power of appointment and removal of those in immediate charge of the department, and the president or some other officer of the Board of Trustees approves all bills. The trustees hold regular meetings on the first and third Wednesday of each month, and an executive committee authorized to act for the trustees in their absence, consisting of the president and vice president, meets weekly to confer with the State Actuary, State Medical Director, secretary and clerk of the trustees.

4. *Management.*

The management and immediate charge of the department are vested in the State Actuary, State Medical Director and secretary. The present State Actuary is Mr. William J. Montgomery, whose salary is \$2,400 per annum. This official is elected by the trustees of the General Insurance Guaranty Fund, with the approval of the Governor and Council, for an indefinite term of office. He is responsible to the trustees of the General Insurance Guaranty Fund, by whom he may be removed from office, with the consent of the Governor and Council.

The management of the medical department is vested in a State Medical Director, who is elected for an indefinite term by the trustees of the General Insurance Guaranty Fund, with the approval of the Governor and Council. The present State Medical Director is Horace D. Arnold, M.D., whose salary is \$2,500 per annum. He is responsible to the trustees and may be removed by them, with the approval of the Governor and Council. The director has full authority on all matters involving medical selection of applicants, including appointment and removal of assistants and local medical examiners. The local examiners, numbering 78, receive no compensation from the State, but are paid by the savings and insurance banks.

The secretary and clerk is appointed by the trustees for a term of one year. He is responsible to the trustees and may be removed from office by them. The present secretary is Mr. Harry W. Kimball, whose salary is \$1,500 per annum. His work consists in rendering assistance to the banks in caring for the insurance agencies. There is no express law providing for this work, but the trustees deemed it wise to assist the banks.

The power to appoint and discharge employees, with the

exception of the State Medical Director's assistants and local medical examiners, is vested in the trustees of the General Insurance Guaranty Fund.

5. *Organization, Classes of Officials and Employees and Rates of Compensation.*

The titles of the officials in charge of the groups or divisions of the department, with the number of officials and employees in each group on Aug. 1, 1913, are given in the following summary:—

Trustees, ¹	6
I. Secretary,	2
II. State Actuary,	4
III. State Medical Director,	3
Total number of officials and employees,	15

The classes of officials and employees in each main group or division, together with the rates of compensation on Aug. 1, 1913, are shown in the following outline:—

Trustees, ¹	6 ²
I. Secretary and clerk of trustees,	1 at \$1,500.00 yr.
Stenographer,	1 at 660.00 yr.
II. State Actuary,	1 at 2,400.00 yr.
Stenographer,	1 at 840.00 yr.
Stenographer (temporary),	1 at 50.00 mo.
Clerk,	1 at 720.00 yr.
III. State Medical Director,	1 at 2,500.00 yr.
Assistant medical director,	1 at 600.00 yr.
Stenographer,	1 at 720.00 yr.

SUPERVISOR OF LOAN AGENCIES.

1. *General Information.*

- (a) The department was established by chapter 727, Acts of 1911.
- (b) Office located at 6 Park Street, Boston.
- (c) Number of officials and employees, July 1, 1914, was 5.
- (d) Appropriation for expenses for 1914 was \$10,750.

¹ Law provides for seven trustees; on Aug. 1, 1913, there was one vacancy.

² No compensation.

2. *Functions, Powers and Duties.*

The Supervisor of Loan Agencies issues licenses to engage directly or indirectly in the business of making loans of \$300 or less where the amount payable for interest and expenses exceeds in the aggregate 12 per cent. per annum upon the sum loaned; establishes the rates of interest that licensees and pawnbrokers may charge or receive upon any loan; and establishes regulations respecting the granting of the licenses to make small loans, and the business carried on by the licensees. The supervisor receives weekly returns of loans made and discharged, and monthly and annual statements of expenditures and receipts. He may visit loan offices as often as he deems necessary to investigate the affairs of the companies. He has full authority to prosecute any person violating the law.

3. *Management.*

The management and immediate charge of the department are vested in a supervisor, appointed by the Governor and confirmed by the Council for a term of three years. The present Supervisor of Loan Agencies is Mr. E. Gerry Brown, whose salary is \$3,500 per annum.

This official is responsible to, and may be removed from office by, the Governor and Council. The supervisor personally performs the duties and exercises the powers provided by law for this office.

The salaries of the officials and employees in this department on Aug. 1, 1913, were as follows: —

Supervisor,	1 at \$3,500.00 yr.
Stenographer,	1 at 1,098.00 yr.
"	1 at 600.00 yr.
Clerk,	1 at 720.00 yr.

INSURANCE COMMISSIONER.

1. *General Information.*

(a) This department was established by chapter 124, Acts of 1855.

(b) Office located in State House, Boston.

(c) Number of officials and employees on July 1, 1914, was 63.

(d) Appropriation for expenses for 1914 was \$91,500.

2. *Functions, Powers and Duties.*

The functions of the Insurance Commissioner include (1) supervising and examining insurance companies, fraternal societies, the insurance departments of savings banks, the retirement association of the Commonwealth, the retirement association of counties and the teachers' retirement association; (2) valuing all life insurance policies; (3) passing upon the legality of all life and disability policies; (4) upon the adequacy of rates for workmen's compensation insurance; (5) upon the qualifications of agents and brokers, and licensing them; (6) auditing the annual statements of all companies operating in the Commonwealth; (7) collecting fees.

3. *Control, Direction and Management.*

Control as well as management and immediate charge of the department are vested in the commissioner, who is appointed by the Governor and Council for a term of three years. He is responsible to and may be removed from office by the Governor. The present Insurance Commissioner is Mr. Frank H. Hardison, whose salary is \$5,000 per annum.

In the absence of the Insurance Commissioner, the department is in charge of the deputy commissioner.

The work of the department groups itself into several divisions, the officials in immediate charge being appointed under civil service rules, with the exception of examiners in charge of two groups, who are appointed by the Insurance Commissioner, with the approval of the Governor and Council. All of these officials are subject to the direction of the Insurance Commissioner and exercise no independent authority. Some of the employees are transferred from one class of work to another as circumstances require.

4. *Organization, Classes of Officials and Employees and Rates of Compensation.*

The officials and employees of the Insurance Commissioner's department are organized into an office force and seven main groups or divisions, each of which is directly responsible to the commissioner. The names of these groups or divisions, with the number of officials and employees in each group on Aug. 1, 1913, are given in the following summary:—

Insurance Commissioner,	1
Deputy Commissioner,	1
I. Office,	8
II. Cashier and clerk,	1
III. Actuarial division,	39
IV. Examiner of insurance companies division,	2
V. Auditor's division,	3
VI. Workmen's compensation division,	3
VII. Fraternal division,	1
VIII. Agency division,	5

Total number of officials and employees, 64

The classes of officials and employees in each main group or division, together with the rates of compensation on Aug. 1, 1913, are shown in the following outline:—

Insurance Commissioner,	1 at \$5,000.00 yr.
Deputy Commissioner,	1 at 3,500.00 yr.
I. Office:—	
Stenographer and typewriter,	1 at 1,020.00 yr.
" " "	1 at 900.00 yr.
File and correspondence clerk,	1 at 960.00 yr.
Clerk, examining policy forms including proposals, and incorporation papers,	1 at 840.00 yr.
Telephone operator, stenographer and typewriter,	1 at 840.00 yr.
Messenger and clerk,	1 at 480.00 yr.
Copyists (temporary employees),	2 at 40.00 mo.
II. Cashier and clerk,	1 at 1,200.00 yr.
III. Actuary,	1 at 2,500.00 yr.
Assistant actuary,	1 at 2,000.00 yr.
Heads of divisions,	4 at 1,200.00 yr.
Clerks, valuing policies,	1 at 1,000.00 yr.
" " "	2 at 960.00 yr.
" " "	22 at 840.00 yr.
" " "	4 at 720.00 yr.
" " "	3 at 600.00 yr.
Stenographer, typewriter, valuing policies,	1 at 840.00 yr.
IV. Chief examiner of insurance companies,	1 at 3,000.00 yr.
Examiner,	1 at 2,500.00 yr.
V. Chief auditor and assistant in examinations,	1 at 1,500.00 yr.
Clerk, examiner and auditor,	1 at 1,800.00 yr.
Auditor and assistant in examinations,	1 at 1,200.00 yr.
VI. Examiner, chief of workmen's compensation bureau,	1 at 3,000.00 yr.
Inspector of compensation risks,	1 at 2,500.00 yr.
Compiler of compensation statistics,	1 at 720.00 yr.

VII.	Chief clerk in charge of fraternal, and examiner of policy forms and company charters,	1 at \$2,500.00 yr.
VIII.	Clerk, in charge agency work,	1 at 840.00 yr.
	Clerks, agency work,	3 at 720.00 yr.
	Clerk, agency work (temporary employee),	1 at 600.00 yr.

BOARD OF APPEAL FOR FIRE INSURANCE RATES.

The Board of Appeal for Fire Insurance Rates was established by chapter 493 of the Acts of 1911, to hear the complaint of any person, firm or corporation aggrieved by any rating of a fire insurance company or board. The law provides that after due hearing the Board make known its findings as to whether the established rate is excessive, unfair or discriminatory, and make such recommendations as it deems advisable. The findings and recommendations of the Board are to be open to public inspection.

The Board consists of three members, two of whom are appointed by the Governor, with the advice and consent of the Council, for a term of three years, the third member being either the Insurance Commissioner or some person whom he may appoint as special deputy for that purpose. The Insurance Commissioner or the special deputy is *ex-officio* chairman of the Board. The members of the Board in September, 1914, were:—

Frank H. Hardison, *Insurance Commissioner*, Wellealey (Hills).

Alfred E. Green, Duxbury, January, 1915.

Judd Dewey, Boston, January, 1915.

The compensation of the two members appointed by the Governor (and the special deputy if appointed) is fixed at the rate of \$10 for each day of actual service, but the Insurance Commissioner when he acts with the Board receives no extra compensation.

Since its existence the Board has not been called upon to hear any cases of appeal and has incurred no expense.

COMMISSION TO CONSIDER AND REPORT UPON THE QUESTIONS OF MONOPOLY AND RATES IN INSURANCE.

This commission was created by chapter 160, Resolves of 1914, which fixes no date for the rendering of its report. It is authorized to incur such expenses, not exceeding \$4,000, as the Governor and Council shall approve.

The duty of the commission, according to the resolve creating it, is "to investigate the practices of insurance companies and their rates in workmen's compensation and other insurance, with a view to determining whether or not any monopoly or combination exists in the insurance business; also, whether the rates charged by insurance companies for workmen's compensation and other insurance are reasonable, and to what extent government regulation of insurance rates is desirable."

The commission consists of three members, one of whom must be the Insurance Commissioner and the other two are appointed by the Governor, with the advice and consent of the Council, to serve until the function of the commission is performed. No compensation is allowed. The members of the commission are: —

Frank H. Hardison, *Insurance Commissioner*, Wellesley.

Thomas P. Riley, *First Assistant Attorney-General*, Malden.

William J. Montgomery, *State Actuary*, Boston.

STATE BOARD OF LABOR AND INDUSTRIES.

1. *General Information.*

(a) The State Board of Labor and Industries was created by chapter 726, Acts of 1912. The members of the Board were appointed July 30, 1913, and organized Aug. 8, 1913.

(b) The main office of the Board is at 1 Beacon Street, Boston.

(c) Number of officials and employees Sept. 1, 1914, was 47.

(d) The appropriation for expenses for 1914 was \$110,560.

2. *Functions, Powers and Duties.*

This Board was created to investigate the conditions existing in any line of industry carried on by the inhabitants of the Commonwealth, and with power to conduct such investigations outside of the Commonwealth and to procure information for the promotion of industrial development or the improvement of industrial conditions; also to centralize the work of enforcing labor legislation which had previously been performed in part by the District Police and in part by the State Board of Health. The principal powers and duties of the Board are set forth in sections 4 and 5 of chapter 726, Acts of 1912, which read as follows: —

SECTION 4. The board may investigate the conditions existing in any line of industry carried on by inhabitants of the commonwealth, and such investigations may be extended outside of the commonwealth to procure information

for the promotion of industrial development or the improvement of industrial conditions. The board shall receive all complaints concerning conditions existing in any industry carried on by inhabitants of the commonwealth, or concerning alleged violations of any laws enforced under its direction, and shall thereupon make or direct all needful and appropriate investigations and prosecutions. It may employ experts or other necessary assistants to aid in the performance of any duty imposed upon it by law. It may make rules not inconsistent with existing law for carrying out the provisions of this act.

SECTION 5. All powers and duties with reference to the enforcement of laws relating to labor and the employment thereof, the inspection and licensing of buildings or parts of buildings used for industrial purposes, the inspection and licensing of the workers therein and of all other industrial employees within the commonwealth, the enforcement of laws relating to the employment of women and minors, and the institution of proceedings in prosecution of violations of any of the said laws, now conferred or imposed by law upon the state board of health or state inspectors of health, or upon the chief of the district police, the inspectors of factories and public buildings of the district police, or the inspection department of the district police, or the deputy chief of the inspection department of the district police, with the exception of such duties and powers as are now imposed by law upon the chief inspector of boilers or the boiler inspectors of the district police, and with the further exception of such powers and duties as relate to the inspection of buildings under erection, alteration or repair, are hereby transferred to the state board of labor and industries. Said board may delegate to such commissioner, deputy commissioners or inspectors as are under its direction such of the above powers as it may deem necessary to carry out the provisions of this act.

Buildings used for industrial purposes under the meaning of this act shall include factories, workshops, bakeries, mechanical establishments, laundries, foundries, tenement-house workrooms, all other buildings or parts of buildings in which manufacturing is carried on, and mercantile establishments as defined in section seventeen of chapter five hundred and fourteen of the acts of the year nineteen hundred and nine.

A considerable portion of the laws which this Board is charged to enforce are to be found in chapter 514, Acts of 1909, but several additions and amendments to this act have been made since its passage.

The Board is authorized, jointly with the Industrial Accident Board, to make rules and regulations for the prevention of industrial accidents and diseases, as described on page 189 of this report. (See chapter 813, Acts of 1913.)

3. *Control and Direction.*

Control and direction of the work of this department are in the hands of the Board which consists of five members, one being appointed each year for a term of five years, but the members first appointed were designated for terms of five years, four years, three years, two years and one year, respectively.

The members of the Board are appointed and may be removed by the Governor with the consent of the Council. The members of the Board on Sept. 1, 1914, and the dates of expiration of their respective terms, were as follows: —

Mr. Alfred W. Donovan, *Chairman*, Rockland, March, 1919.
 Mr. John Golden, Fall River, March, 1918.¹
 Mrs. Mary H. Dewey, Cambridge, March, 1917.
 Prof. Selskar M. Gunn, Watertown, March, 1916.
 Dr. A. H. Quessy, Fitchburg, March, 1915.

4. *Management.*

The executive officer of this department is the Commissioner of Labor, who is appointed by the Board for such term as the Board may determine. He is responsible to the Board and may be removed by it. He is required by law to devote all his time to the affairs of the Board, under its direction. He exercises such powers as may be delegated to him by the Board, and is authorized, with the Board's consent, to divide the Commonwealth into inspection districts and to assign inspectors to such districts as he deems necessary. He may amend, suspend or revoke any order of an inspector or deputy commissioner, but any order made by him may be amended, suspended or revoked by the Board. His salary is determined by the Board, but may not be less than \$5,000 nor more than \$7,500 a year. Mr. Edwin Mulready is the present commissioner.

The statute creating the Board provides for the appointment of two deputy commissioners of labor, one of whom is to be "especially qualified to supervise the enforcement of laws . . . which relate to the health of persons employed in buildings used for industrial purposes," and is to be charged with that duty. Under this provision Mr. William H. Coburn has been made acting deputy commissioner at a salary of \$2,500 a year. The powers and duties of the other deputy commissioner are not expressly defined by law. The deputy appointed has, however, received all complaints from labor organizations and labor men generally, and is in immediate charge of the industrial inspectors. The deputy commissioner now performing these duties is Cornelius J. Carmody, who receives a salary of \$2,500 a year. The deputy commissioners are under the direction of the Commissioner of Labor, but are finally responsible to the Board, by whom they are appointed and may be removed at any time, and by whom their salaries are fixed.

¹ Since resigned.

The Board has created the office of counsel and appointed Edward F. Wallace to that position, at a salary of \$3,000 a year. All legal matters, including opinions and the trial of cases, are referred to the counsel.

5. *Organization, Classes of Officials and Employees and Rates of Compensation.*

The officials and employees of this Board are divided into four groups, the official in charge of each of the first three groups reporting direct to the Commissioner of Labor. The number of officials and employees in each group on Sept. 1, 1914, is shown in the following outline: —

Chairman of Board,	1
Members of Board,	4
Commissioner of Labor,	1
I. Deputy commissioner and industrial inspectors,	13
II. Acting deputy commissioner and health inspectors,	11
III. Counsel and attorney,	2
IV. Office employees: —	
A. Clerks and stenographers, Boston office,	10
B. Clerks and stenographers, Branch offices,	5
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Total number of officials and employees,	47

The classes of officials and employees in each group or division, together with the rates of compensation, on Sept. 1, 1914, are given in the following statement: —

Chairman of the Board,	1 at \$1,500.00 yr.
Members of the Board,	4 at 1,000.00 yr.
Commissioner of Labor,	1 at 6,000.00 yr.
I. Deputy commissioner,	1 at 2,500.00 yr.
Industrial inspectors,	5 at 1,750.00 yr.
" " "	1 at 1,700.00 yr.
" " "	2 at 1,600.00 yr.
" " "	4 at 1,550.00 yr.
II. Acting deputy commissioner,	1 at 2,500.00 yr.
Industrial health inspectors,	10 at 1,500.00 yr.
III. Counsel,	1 at 3,000.00 yr.
Attorney,	1 at 1,500.00 yr.
IV. Office employees: —	
A. General office, Boston: —	
Clerk,	1 at 900.00 yr.
Stenographer and clerk (filing index),	1 at 720.00 yr.
Stenographers,	2 at 720.00 yr.
" "	1 at 660.00 yr.
" "	1 at 600.00 yr.

Stenographer,	1 at	\$480.00 yr.
Clerk,	1 at	480.00 yr.
Telephone operator,	1 at	12.00 wk.
Office boy,	1 at	360.00 yr.
B. Branch offices: —						
Stenographer, North Adams,	1 at	360.00 yr.
Stenographer, Worcester,	1 at	360.00 yr.
Stenographer, Lawrence,	1 at	360.00 yr.
Stenographer, Springfield,	1 at	360.00 yr.
Stenographer, Fall River,	1 at	360.00 yr.

INDUSTRIAL ACCIDENT BOARD.

1. *General Information.*

- (a) The Board was established in 1912 under the provisions of chapter 751, Acts of 1911.
- (b) Office located at 1 Beacon Street, Boston.
- (c) Number of officials and employees, July 1, 1914, was 51.
- (d) Appropriation for expenses for 1914 was \$88,450.

2. *Functions, Powers and Duties.*

The functions of the Industrial Accident Board are to carry out the provisions of the law which provides for compensating employees for personal injuries received in the course of their employment, and which seeks to prevent such injuries. The Board receives and considers reports of injuries, claims for compensation, agreements in regard to compensation, settlement receipts and requests for arbitration, review of decisions and hearings before the full Board. It adjusts complaints, passes upon disputed fees of attorneys, physicians and hospitals, summarizes statistics of injuries, and exercises such other functions as are imposed upon it by the Workmen's Compensation Act.

3. *Control and Direction.*

Control and direction of the department are exercised by the Board, consisting of five members. The names and addresses of the members on July 1, 1914, with the dates of expiration of their respective terms, were as follows: —

James B. Carroll, *Chairman*, Springfield, May, 1917.
 Dudley M. Holman, Taunton, May, 1916.
 David T. Dickinson, Cambridge, May, 1915.
 Edward F. McSweeney, Boston, May, 1919.
 Joseph A. Parks, Fall River, May, 1918.

Since July 1 Mr. McSweeney has been made chairman of the Directors of the Port of Boston. No appointment has been made to fill the vacancy so created.

The Board is appointed by the Governor, with the advice and consent of the Council, and is responsible to the Governor and Council. The regular term is five years. The Board is organized with a chairman and a secretary, the chairman being designated by the Governor, and the secretary elected by the Board. Regular Board meetings are held once a week, and the arbitration committee of the Board holds daily meetings.

4. *Management.*

The management and immediate charge of the department are vested in a secretary, who is appointed by the Board. The present secretary is Mr. Robert E. Grandfield, whose salary is \$3,000 per annum. He is responsible to the Board, and subject to removal as provided by the civil service rules. The Board has power to appoint and discharge employees subject to civil service regulations. This power, however, it delegates to the secretary. The work of the department is divided into three subdivisions, each in charge of a clerk, who works under the management of the secretary.

5. *Organization, Classes of Officials and Employees and Rates of Compensation.*

The number of officials and employees in each division on Aug. 1, 1913, is shown in the following summary:—

Industrial Accident Board,	5
Secretary and stenographer,	2
A. Clerk in charge of reports, and assistants,	12
B. Clerk in charge of statistics, and assistants,	12
C. Clerk in charge of arbitrations and agreements, and assistants,	12
	—
Total number of officials and employees,	43

The classes of officials and employees, together with the rates of compensation on Aug. 1, 1913, are shown in the following outline:—

Chairman,	1 at \$5,000.00 yr.
Members,	4 at 4,500.00 yr.
Secretary,	1 at 3,000.00 yr.
Stenographer to secretary,	1 at 900.00 yr.

A. Clerk in charge of reports,	1 at	\$1,020.00 yr.
Stenographers,	1 at	832.00 yr.
"	4 at	600.00 yr.
Clerk,	1 at	600.00 yr.
Clerk (provisional),	1 at	312.00 yr.
Clerks (temporary appointment),	3 at	480.00 yr.
Messenger (provisional),	1 at	312.00 yr.
B. Clerk in charge of statistics,	1 at	900.00 yr.
Stenographers,	2 at	600.00 yr.
Clerks (temporary),	7 at	480.00 yr.
Tabulating machine operator (provisional),	1 at	600.00 yr.
" " " "	1 at	480.00 yr.
C. Clerk in charge of arbitrations and agree-		
ments,	1 at	900.00 yr.
Stenographers,	8 at	600.00 yr.
Clerks (temporary),	3 at	480.00 yr.

JOINT BOARD FOR PREVENTION OF INDUSTRIAL ACCIDENTS AND DISEASES.¹

1. *General Information.*

(a) This Joint Board, consisting of the State Board of Labor and Industries and the Industrial Accident Board was created by chapter 813, Acts of 1913, and held its first meeting Aug. 20, 1913.

(b) The office of the Board is at 1 Beacon Street, Boston.

(c) The Board has no paid officials or employees, but the secretary of the Industrial Accident Board acts as its secretary.

(d) The appropriation for the expenses of the Board for 1914 was \$10,000.

2. *Functions, Powers and Duties.*

The work of the Joint Board is defined in the act establishing it, particularly in sections 1, 3 and 6, which read as follows: —

SECTION 1. The state board of labor and industries and the industrial accident board, sitting jointly, shall investigate from time to time employments and places of employment within the commonwealth, and determine what suitable safety devices or other reasonable means or requirements for the prevention of accidents shall be adopted or followed in any or all such employments or places of employment; and also shall determine what suitable devices or other reasonable means or requirements for the prevention of industrial or occupational diseases shall be adopted or followed in any or all such employments or places of employment; and shall make reasonable rules, regulations and orders for the prevention of accidents and the prevention of industrial or occupational diseases in such employments or places of employ-

¹ No definite title is given the Board by the act creating it.

ment. Such rules, regulations and orders may apply to both employer and employee.

SECTION 3. The joint board may appoint committees, on which employers and employees shall be represented, to investigate and recommend rules and regulations.

SECTION 6. The joint board may require every physician treating a patient whom he believes to be suffering from any ailment or disease contracted as a result of the nature, circumstances or conditions of the patient's employment to report such information relating thereto as it may require, within such time as it may fix, to the state board of labor and industries, and may issue a list of such diseases which shall be regularly reported upon by physicians and may add to or change such list at any time. Copies of all such reports and all statistics and data compiled therefrom shall be kept by the state board of labor and industries, and shall be furnished on request to the industrial accident board and the state board of health.

The act also fixes the requirements for hearings by the Joint Board, and the penalty for violation of the rules and regulations which the Board may establish.

3. *Control and Direction.*

The Joint Board itself has control and direction of all work done under its authority. The chairmen of the two boards act alternately as chairman of the Joint Board. The members of the two boards on July 1, 1914, were:—

Industrial Accident Board.

James B. Carroll, *Chairman*, Springfield.
Dudley M. Holman, Taunton.
David T. Dickinson, Cambridge.
Edward F. McSweeney, Boston.¹
Joseph A. Parks, Fall River.

Board of Labor and Industries.

Alfred W. Donovan, *Chairman*, Rockland.
John Golden, Fall River.¹
Mrs. Mary H. Dewey, Cambridge.
Selskar M. Gunn, Watertown.
A. H. Quessy, M.D., Fitchburg.

The members of both these boards are appointed by the Governor, subject to confirmation by the Council, for terms of five years, one member of each Board being appointed annually. As members of their individual boards they receive an annual salary, but as members of the Joint Board they receive no compensation.

¹ Since resigned.

Two subcommittees, of five members each, have been appointed by the chairmen of the two boards acting jointly, one committee to study measures for the prevention of industrial accidents, the other to consider means of combating industrial diseases.

The committee on accident prevention is working out a plan for an educational campaign for the instruction of both employers and employees. It also plans to form committees of employers and employees to take up accident prevention work in each of the important industries of the State. In connection with this the Board is arranging a museum of safety devices, which will be located in the office of the Industrial Accident Board.

The committee on industrial diseases has already formulated a regulation requiring reports by physicians of certain important industrial diseases, this regulation being in accordance with a report by a committee of experts, consisting of two physicians and an industrial chemist, who were selected by the committee of the Joint Board. This regulation was adopted by the Joint Board and took effect March 1, 1914.

The Joint Board has no employees, its orders, rules and regulations being enforced by the inspectors and investigators of the two boards separately. The secretary of the Industrial Accident Board, Mr. Robert E. Grandfield, acts as secretary of the Joint Board, without additional compensation.

STATE BOARD OF CONCILIATION AND ARBITRATION.

1. *General Information.*

- (a) The department was established by chapter 263, Acts of 1886.
- (b) Office located in State House, Boston.
- (c) Number of officials and employees on July 1, 1914, was 6.
- (d) Appropriation for expenses for 1914 was \$24,000.

2. *Functions, Powers and Duties.*

The work of the State Board of Conciliation and Arbitration is to provide for the settlement of differences between employers and employees. In furtherance of its work the Board may investigate and report on industrial disputes, may seek to bring the parties together, and adjust the controversies by arbitration. The Board also exercises censorship over parties to controversies, by holding hearings and ascertaining which party is the

more blameworthy, and by its authority to publish its findings. By chapter 681, Acts of 1914, it is required to investigate all industrial disputes in which a settlement is not arrived at, and to publish reports thereon. At the request of an employer who is or has been involved in a labor disturbance, the Board may determine whether such employer's business is being carried on in the normal and usual manner. Unless the Board determines that the business is being so carried on, the employer when advertising for help must state that a labor dispute exists.

Another function of the Board relates to the employment of veterans in the State service, the law providing that no veteran in the service of the State can be removed or suspended, nor his position abolished, nor can he be lowered in rank or compensation, until after a hearing before the Board of Conciliation and Arbitration.

3. *Control, Direction and Management.*

The control and management of the department are vested in the Board, which consists of three members, who each receive a salary of \$2,500 a year. The names and addresses of the members on July 1, 1914, with the dates of expiration of their respective terms, were: —

Willard Howland, *Chairman*, Chelsea, July, 1915.

Charles G. Wood, New Bedford, July, 1914.

Frank M. Bump, Raynham, July, 1916.

One of the members must be an employer of labor or selected from an association representing employers, one member is selected from a labor organization, and the third member is appointed on recommendation of the other two members. If the first two mentioned members do not recommend any person as the third member within a stated time, the Governor appoints, as in the case of the other two commissioners. The Board chooses its own chairman, and also appoints a secretary, whom it may remove subject to civil service regulations. The secretary performs the executive work of the department.

In all controversies, each party may nominate persons skilled and conversant with the business or trade to act as special assistants to the Board until its final decision is rendered. From the lists submitted by the parties, the Board is required to choose one assistant nominated by each party, and the State pays them at the rate of \$7 for each day of actual service, pending the adjustment of the case.

4. *Classes of Officials and Employees and Rates of Compensation.*

The compensation of the officials and employees of the Board on Aug. 1, 1913, is shown in the following outline: —

Chairman and commissioners,	3 at \$2,500.00 yr.
Secretary,	1 at 1,500.00 yr.
Stenographer,	1 at 900.00 yr.
"	1 at 720.00 yr.
Experts (temporary employees),	2 at 7.00 day

MINIMUM WAGE COMMISSION.

1. *General Information.*

- (a) Established in 1913 under the provisions of chapter 706, Acts of 1912.
- (b) Office located at 1 Beacon Street, Boston.
- (c) Number of officials and employees on July 1, 1914, was 10.
- (d) Appropriation for expenses for 1914 was \$18,900.

2. *Functions, Powers and Duties.*

The function of this commission is to investigate the wages of women in any occupation in the Commonwealth if the commission believes the wages paid a substantial number of such employees are inadequate. The commission may also inquire into the wages paid to minors in any occupation in which the majority of employees are minors. If the commission determines that the wages in a certain occupation are inadequate, it may establish a wage board, consisting of representatives of the employers, employees and the public, who shall determine the needs of the employees and report to the commission. Upon receipt of a report from a wage board the commission may approve or disapprove the recommendation and may recommit the subject to the same or a new wage board. If it approves, the commission shall (after not less than fourteen days' notice to employers paying a wage less than the minimum one approved) give a public hearing, and if after the hearing the commission finally approves the recommendation, it shall enter a decree of its findings and note the names of employers who fail or refuse to accept such minimum wage and agree to abide by it, and shall publish such finding in at least one newspaper in each county. An employer may file a declaration under oath in the supreme or

superior court that it is impossible to follow the recommendation, and if the court finds this to be true, it may restrain the commission from publishing the name of the employer.

3. *Control and Direction.*

Control and direction of the work are exercised by three commissioners, who are appointed by the Governor, one for one year, one for two years and one for three years, and thereafter members are to be appointed for a regular term of three years. The commission is organized with a chairman and two commissioners, the names and addresses of the members and the dates on which their terms expire being as follows: —

Robert E. Bisbee, *Chairman*, Middleborough, October, 1915.
 Arthur N. Holcombe, Cambridge, October, 1917.
 Mabel Gillespie, Boston, October, 1916.

4. *Management.*

The management and immediate charge of the department are vested in a secretary, who is appointed by the commission for one year. The present secretary is Miss Amy Hewes, whose salary is \$2,000 per annum. The secretary directs the activities of the employees subject to the instructions of the commission. Verbal reports are rendered to the commission by the secretary at each meeting. Reports concerning field work are rendered to the secretary upon request.

The commission's agents inspect factories, where pay rolls are copied and personal data gathered regarding workers, and their homes are visited by way of preparation for the work of the commission.

5. *Classes of Officials and Employees and Rates of Compensation.*

The compensation of the officials and employees on Aug. 1, 1913, is shown in the following outline: —

Chairman and commissioners,	3 at	\$10.00 ¹
Secretary,	1 at	2,000.00 yr.
Agents (temporary employees),	1 at	35.00 wk.
" " "	2 at	25.00 wk.
Stenographer (temporary employee),	1 at	12.00 wk.

¹ Each day of service.

COMMISSIONER OF WEIGHTS AND MEASURES.

1. *General Information.*

- (a) The department was established by chapter 534, Acts of 1907.
- (b) Office located in State House, Boston.
- (c) Number of officials and employees on July 1, 1914, was 9.
- (d) Appropriation for expenses for 1914 was \$19,916.66.

2. *Functions, Powers and Duties.*

The functions of the department of Commissioner of Weights and Measures are (1) the quinquennial inspection, comparison and adjustment of the standard weights and measures, consisting of thirty-one pieces, in the possession of each city and town of the State; (2) examination of newly appointed sealers with regard to the laws relating to weights and measures, and to the customary methods of performing their duties; (3) general inspection of the work of local sealers, including inspection of their equipment and submission of recommendations to the local authorities for necessary improvements in their facilities for performing their work; (4) the inspection of mechanical devices used for measuring leather, and the instruction of local sealers in proper methods of testing and sealing or condemning such devices; (5) rendering assistance to local sealers, whenever desired, in a particular branch of the work, and investigating all complaints received from the public; (6) reweighing or remeasuring goods offered for sale by grocers, ice dealers, coal dealers, and others, to ascertain if correct weight or measure is being given, and prosecuting, if necessary; (7) enforcement of the law requiring that foods put up for sale in packages shall be marked with the net quantity of the contents; and (8) the testing, sealing or condemning of meters used on taxicabs.

3. *Control, Direction and Management.*

Control, as well as management and immediate charge of the department, is vested in the commissioner, who is appointed by the Governor and Council for a term of three years. He is responsible to, and may be removed from office by, the Governor and Council. The present commissioner is Mr. Thure Hanson, whose salary is \$2,000 per annum.

The inspectors render to the commissioner detailed reports of work performed each day and of traveling expenses.

4. *Classes of Officials and Employees and Rates of Compensation.*

The salaries of the officials and employees of the department of Commissioner of Weights and Measures on Aug. 1, 1913, are shown in the following outline: —

Commissioner,	1 at \$2,000.00 yr.
Inspectors,	5 at 1,500.00 yr.
"	1 at 1,300.00 yr.
Stenographer and clerk,	1 at 960.00 yr.
Clerk,	1 at 840.00 yr.
<hr/>	
Total number of officials and employees,	9

COMMISSION TO MAKE INVESTIGATIONS RELATING TO THE PLACING OF THE ICE BUSINESS UNDER PUBLIC REGULATION.

This joint commission is provided for by chapter 136, Resolves of 1914, and is to report to the next General Court not later than the second Wednesday in January. It is authorized to incur such necessary expenses, not exceeding \$2,500, as may be approved by the Governor and Council.

It is the duty of the commission "to investigate the feasibility and desirability in the public interest of placing the business of supplying ice under state supervision and control; and also the expediency, in the public interest, of permitting electric light and power companies to engage in the business of manufacturing and selling ice."

The commission is composed of the Attorney-General, the Board of Gas and Electric Light Commissioners, and the Public Service Commission. No provision is made for their compensation. The names of these officials are: —

Thomas J. Boynton, *Attorney-General.*

Forrest E. Barker, *Chairman,*

Alonzo R. Weed,

Morris Schaff,

Frederick J. Macleod, *Chairman,*

George W. Anderson,

Everett E. Stone,

Clinton White,

John F. Meaney,

} *Board of Gas and Electric Light Commissioners.*

} *Public Service Commission.*

BOARD OF REGISTRATION IN MEDICINE.

1. *General Information.*

- (a) The Board of Registration in Medicine was established by chapter 458, Acts of 1894.
- (b) Office located in State House, Boston; also shared by the State Board of Registration of Nurses.
- (c) Number of officials and employees on July 1, 1914, was 8.
- (d) Appropriation for expenses for 1914 was \$6,350.

2. *Functions, Powers and Duties.*

The Board of Registration in Medicine examines all persons who seek to practice medicine in this State. The examination fee is \$20; no charge is made for re-examination within one year from the date of the first examination. Two re-examinations exhaust the privilege under original application. The Board investigates complaints of irregularities in medical practice, and, when necessary, refers cases to the proper prosecuting officers. The Board also investigates the records of all physicians convicted of crime in connection with the practice of medicine, and for cause, and after hearing, may revoke licenses to practice.

3. *Control and Direction.*

Control and direction of the Board's work are exercised by the seven members, each appointed by the Governor, with advice and consent of the Council, for a term of seven years. The names and addresses of the members of the Board on July 1, 1914, with the dates of expiration of their respective terms, were as follows: —

Samuel H. Calderwood, *Chairman*, Roxbury, July, 1920.
 Augustus L. Chase, Randolph, July, 1921.
 George L. Richards, Fall River, July, 1915.
 Charles H. Cook, Natick, July, 1916.
 Matthew T. Mayes, Springfield, July, 1917.
 Nathaniel R. Perkins, Dorchester, July, 1918.
 Walter P. Bowers, M.D., *Secretary*, Clinton, July, 1919.

These officials hold meetings in March, May, July, September and November for the examination of candidates. Usually at least ten other meetings are held for the preparation and marking of examinations. Additional meetings are sometimes necessary to hear complaints, prepare reports, and consider general

matters relating to the work of the Board. At the regular meeting in July the Board organizes by electing its chairman and secretary for terms of one year.

4. *Management.*

The management and immediate charge of the department are vested in a secretary, who is also a member of the Board. The present secretary is Dr. Walter P. Bowers, whose salary is \$2,500 per annum. He is also *ex officio* the secretary of the Board of Registration of Nurses, and as such receives \$1,500 annually in addition to his salary as secretary of the Board of Registration in Medicine. As secretary, he is responsible to the Board of Registration in Medicine, and conducts and supervises the regular work of the office. Under the direction of the Board, he travels throughout the State in order to investigate complaints, and reports violations of the law to the police department of the city or town in which such violations occur. The Board of Registration in Medicine has power to appoint and discharge employees.

5. *Classes of Officials and Employees and Rates of Compensation.*

The compensation of the officials and employees on Aug. 1, 1913, is shown in the following statement: —

Board members,	6 at	\$300.00 yr. ¹
Executive officer and secretary (also member of Board),	1 at	2,500.00 yr.
Clerk,	1 at	780.00 yr.

BOARD OF REGISTRATION IN DENTISTRY.

1. *General Information.*

- (a) The Board was established by chapter 137, Acts of 1887.
- (b) Office of secretary located on Water Street, Haverhill.
- (c) Number of officials and employees on July 1, 1914, was 5.
- (d) Appropriation for expenses for 1914 was \$3,900.

2. *Functions, Powers and Duties.*

The Board of Registration in Dentistry examines, upon payment of a fee of \$20, all persons who desire to practice dentistry in the Commonwealth. The examinations have reference to the candidate's knowledge and skill in dentistry and dental

¹ And expenses.

surgery, and are in two parts, — theoretical and practical. The Board issues certificates to successful candidates. An applicant who fails to pass a satisfactory examination is entitled to one re-examination, at any future meeting of the Board, free of charge, but for each subsequent examination, he is required to pay \$5. All fees received by the Board are paid monthly by its secretary into the treasury of the Commonwealth.

3. *Control, Direction and Management.*

Control, direction and management of this department are exercised by the Board, consisting of five members who are appointed by the Governor, with advice and consent of the Council, for terms of three years each. The Board chooses one of its members to act as chairman and one member to act as secretary. These officials receive a salary of \$400 each per annum, the other three members of the Board each receive \$300 annually.

The names and addresses of the members of the Board on July 1, 1914, with the date of expiration of their respective terms, were as follows: —

John F. Dowsley, D.D.S., *chairman*, Boston, April, 1915.
 George E. Mitchell, D.D.S., *Secretary*, Haverhill, April, 1915.
 Owen J. Eagan, D.D.S., Fall River, April, 1916.
 C. Wesley Hale, D.D.S., Springfield, April, 1916.
 Thomas J. Barrett, D.D.S., Worcester, April, 1917.

In 1913 two temporary clerks were employed, one of whom received \$70 and the other \$185 for services rendered.

BOARD OF REGISTRATION IN PHARMACY.

1. *General Information.*

(a) The Board was established in 1886 under the provisions of chapter 313, Acts of 1885.

(b) Office located in State House, Boston.

(c) The number of officials and employees on July 1, 1914, was 8.

(d) Appropriation for expenses in 1914 was \$10,575.

2. *Functions, Powers and Duties.*

The functions of the Board of Registration in Pharmacy are the examination and registration of qualified candidates as pharmacists. The Board grants first and second grade cer-

tificates. Reciprocity certificates are also granted to pharmacists registered in other States with recognized standards. The Board likewise grants certificates of fitness and certificates for sixth-class liquor licenses. The initial examination fee is \$5; for each subsequent examination a fee of \$3 is imposed. Reciprocity certificates are issued at a charge of \$10 each, and liquor certificates at \$5 each. For cause, and after hearing, the Board may suspend or revoke any and all classes of certificates. The Board grants hearings to registered pharmacists to whom it has refused certificates for sixth-class liquor licenses or certificates of fitness.

3. *Control and Direction.*

Control and direction of the Board's work are exercised by the members, each of whom is appointed by the Governor, with the advice and consent of the Council, for a term of five years. They are responsible to the Governor and may, with the consent of the Council, be removed from office by him. No member can serve for more than five consecutive years. The names and addresses of the members on July 1, 1914, with the dates of expiration of their respective terms, were as follows: —

William S. Flint, *President*, Worcester, November, 1914.
 Albert J. Brunelle, *Secretary*, Fall River, November, 1915.
 Charles F. Ripley, Taunton, November, 1916.
 William E. Martin, Holyoke, November, 1917.
 William S. Briry, Melrose, November, 1918.

The president and secretary are elected by the Board for a term of one year. The members of the Board meet on an average of fifty times each year, and the president and secretary devote time outside of Board meetings to the work. All members are required to be skilled pharmacists actively engaged in the drug business, and are not required to give their full time to the work of the Board. Each receives a salary of \$700 annually except the secretary, whose salary is \$1,000.

The president is required to preside at all Board meetings and at all hearings. He aids in the examination of applicants for registration, and in granting of sixth-class license certificates and certificates of fitness, and he also directs the investigation of complaints relative to violations of law.

4. *Management.*

The management and immediate charge of the department are vested in a secretary, who is elected by the Board for a term of one year. This official, as a member of the Board, is responsible to the Governor, by whom, with the consent of the Council, he may be removed from office. The secretary is required to keep a record of the official acts of the Board and of all persons registered as pharmacists, and is responsible, under bond, for all fees received. As a member he assists in the regular work of the Board.

The entire Board has power to appoint and discharge its employees.

The agent employed by the Board investigates all complaints of violations of law relating to pharmacy. He inspects the drug stores of the State and reports any violation of law to the Board. He makes formal complaint to the Board against pharmacists violating laws over which it has supervision, and in case of hearings being given, he notifies the parties interested and also summons witnesses.

5. *Classes of Officials and Employees and Rates of Compensation.*

The compensation of the officials and employees on Aug. 1, 1913, is shown in the following statement:—

President of Board,	1 at \$600.00 yr. ¹
Members of Board,	3 at 500.00 yr. ¹
Secretary of Board (also member),	1 at 1,000.00 yr.
Agent of Board,	1 at 1,500.00 yr. ²
Stenographer,	1 at 1,200.00 yr.

BOARD OF REGISTRATION IN OPTOMETRY.

1. *General Information.*

(a) This department was established by chapter 700, Acts of 1912.

(b) Office located at 149 Tremont Street, Boston.

(c) Number of officials and employees on July 1, 1914, was 5.

(d) No appropriation was made for 1914, all expenses being met from fees received in registration. The fees are deposited to credit of Board with the State Treasurer, and the Board's expenses are paid from that office. The receipts in 1913 amounted to \$8,788.93, and the expenses were \$10,831.17.

¹ Since increased.

² And expenses. Since increased to \$1,750.

2. *Functions, Powers and Duties.*

The functions of the Board of Registration in Optometry are to examine applicants who desire to be registered as optometrists in the Commonwealth and to issue certificates to successful applicants. The examination fee is \$25, provision being made that any applicant who fails to pass satisfactorily shall be entitled to one free re-examination, but for each subsequent re-examination a fee of \$5 is charged. The Board has broad discretionary powers in supervising the practice of optometrists in the Commonwealth. It may revoke or suspend the certificate of registration of any person for fraud or deceit in practice, for conviction of crime, for habitual drunkenness for six months immediately before charges are made, for gross incompetence, or for any violation of the optometry law, provided such person is given a public hearing, written notice of which, stating the charges against him, must be sent him at least five days before such hearing. The Board has power to compel the attendance of witnesses and the production of documents at hearings. It keeps a record of all persons examined and registered and of money received and disbursed.

3. *Control, Direction and Management.*

Control and direction of its work are exercised by the five members of the board, who are appointed by the Governor, with the advice and consent of the Council. No member is eligible for reappointment. The length of the regular term is five years, which goes into effect after terms of first appointees expire. The names and addresses of members of the Board on July 1, 1914, with the dates of expiration of their respective terms, were as follows:—

Charles E. Monroe, *Chairman*, Springfield, September, 1917.

William H. Regan, M.D., Cambridge, September, 1916.

Briggs S. Palmer, Lynn, September, 1915.

John J. Brennan, M.D., Worcester, September, 1919.

Bernard H. Whitney, *Secretary*, Dedham, September, 1918.

These officials are responsible to and may be removed from office by the Governor, with the advice and consent of the Council. They have power to appoint and discharge employees. The Board conducts examinations and determines what courses to pursue upon reports of investigations submitted by its agent, who investigates the business and professional methods of ap-

plicants, secures evidence and information relative to violators of the law, and does such other work as the Board directs. The agent renders an official report twice a week.

4. *Officials and Employees and Rates of Compensation.*

The compensation of the officials and employees on Aug. 1, 1913, is shown in the following statement:—

Members of Board,	5 at	\$10.00 day ¹
Stenographer (temporary),	1 at	45.00 mo.
Investigator (temporary),	1 at	3.00 day

BOARD OF REGISTRATION OF NURSES.

1. *General Information.*

(a) The Board of Registration of Nurses was established by chapter 449, Acts of 1910.

(b) Office located in State House, Boston, sharing office of the State Board of Registration in Medicine.

(c) Number of officials and employees on July 1, 1914, was 5.

(d) No definite appropriation for expenses was made for 1914. The Board is maintained from registration fees which are deposited with the State Treasurer to the credit of the Board. In 1913 the fees received were \$2,130 and the expenses were \$2,353. Balance in treasury at close of year 1913 to credit of the Board was \$20,668.

2. *Functions, Powers and Duties.*

The functions of the Board of Registration of Nurses are to examine applicants for registration as nurses; to register them if qualified; to register, without examination, nurses from other States which in the opinion of the Board maintain a suitable standard; to investigate complaints and to report violations of the law to the proper prosecuting officers; to keep a record of all persons registered and also of money received and disbursed. First examination fee is \$5; no fee for re-examination within one year from date of first examination.

3. *Control and Direction.*

Control and direction of its work are exercised by the five members of the Board, who, with the exception of the secretary, are appointed by the Governor, with advice and consent of the

¹ And traveling expenses.

Council, for a term of four years. The secretary of the Board of Registration in Medicine is a member *ex officio* of this Board and also secretary. The members elect their own chairman for a term of one year. These officials are responsible to and may be removed from office by the Governor and Council. The names and addresses of the members of the Board on July 1, 1914, with the dates of expiration of their respective terms, were as follows: —

Mary M. Riddell, Registered Nurse, *Chairman*, Newton, October, 1914.
 Lucia L. Jaquith, Registered Nurse, Worcester, October, 1917.
 Mary E. Shields, Registered Nurse, Boston, October, 1916.
 Charles A. Drew, M.D., Worcester, October, 1915.
 Walter P. Bowers, M.D., *Secretary, ex officio*, Clinton.

The Board holds three meetings annually, in January, April and October, in order to examine candidates for registration, and at least six other meetings to prepare for examinations and to consider the rating of candidates who have been examined.

4. *Management.*

Management and immediate charge of the Board's work are vested in the secretary. The law provides that the secretary of the Board of Registration in Medicine be a member *ex officio* and also secretary of the Board of Registration of Nurses. In addition to his salary of \$2,500 per annum as secretary of the Board of Registration in Medicine, he receives \$1,500 per annum for services in this department. The secretary keeps a record of the results of examinations and a tabulation of nurses registered, conducts a bureau of information and receives complaints of irregularities in practice, which are then referred to the Board. There are no other employees of the Board.

The compensation of the members and the secretary on Aug. 1, 1913, was as follows: —

Board members,	4 at	\$5.00 day ¹
Secretary <i>ex officio</i> (also a member),	1 at	1,500.00 yr.

¹ Not to exceed \$150 a year.

BOARD OF REGISTRATION IN EMBALMING.

1. *General Information.*

(a) This department was established in 1906 under the provisions of chapter 473, Acts of 1905.

(b) It has no regular office. The business office of the secretary is located at 5 Somerset Street, Boston.

(c) Number of officials and employees on July 1, 1914, was 4.

(d) No definite appropriation was made for expenses for 1914, but by provision of law the expenses are paid by the Treasurer of the Commonwealth, — provided they do not exceed the sum of the fees received for examination and registration. The fees received by the Board in 1913 amounted to \$3,086, and the expenses were \$2,013.73.

2. *Functions, Powers and Duties.*

The Board has power to make rules and regulations not inconsistent with law to govern the business of embalming and the care and disposition of human dead bodies. It is required to investigate all complaints of disregard or violation of the law, and to bring such questions to the attention of the proper prosecuting officers. It examines applicants for registration as embalmers and issues certificates to those found competent. These certificates must be renewed each year. The fee for a first examination is \$5; for subsequent examinations, \$3; and for renewal of certificates of registration, \$2. It is the duty of the Board to keep a record of all persons registered by it and of all money received and disbursed, and to report annually to the Governor.

3. *Control, Direction and Management.*

Control and direction of its work are exercised by the Board, consisting of three members appointed by the Governor, with the advice and consent of the Council, each for a term of three years. The Board is organized with a chairman and secretary, each elected by the members for a term of one year.

The names and addresses of the Board on July 1, 1914, with the dates of expiration of their respective terms, were as follows: —

William H. McManus, *Chairman*, Brookline, October, 1917.

Peter H. Savage, *Lowell*, October, 1915.

Frederick L. Briggs, *Secretary*, Brookline, October, 1916.

The Board holds at least three meetings a year on the first Tuesday in January, May and October; it also holds two examinations a year at the State House on the first Wednesday in March and October. The members are responsible to and may be removed from office by the Governor, with the advice and consent of the Council.

4. *Classes of Officials and Employees and Rates of Compensation.*

The compensation of officials and employees on Aug. 1, 1913, was as follows: —

Chairman and members (one acting as secretary),	3 at	\$100.00 yr.
Clerk,	1 at	780.00 yr.

BOARD OF REGISTRATION IN VETERINARY MEDICINE.

1. *General Information.*

(a) The Board was established in 1904 under the provisions of chapter 249, Acts of 1903.

(b) The department has no regular office, its work being conducted from the office of the secretary, located at 341 Washington Street, Gloucester.

(c) Number of officials and employees on July 1, 1914, was 6.

(d) Appropriation for expenses for 1914 was \$1,000.

2. *Functions, Powers and Duties.*

The functions of the Board of Registration in Veterinary Medicine are to examine all applicants for registration as veterinarians and to register the successful applicants. Two examinations are held annually. The examination fee is \$15. Any person failing to pass may be re-examined within two years of the date of the first examination without the payment of an additional fee; all subsequent re-examinations are \$15. The Board investigates all complaints concerning violations of the law relating to the practice of veterinary medicine and refers them, when necessary, to the proper prosecuting official.

3. *Control, Direction and Management.*

Control and direction of its work are vested in the Board, consisting of five members appointed by the Governor, with the advice and consent of the Council, each for a term of five years.

Names and addresses of the members on July 1, 1914, with the dates of expiration of their respective terms, were as follows: —

Langdon Frothingham, *Chairman*, Boston, January, 1919.

Elmer W. Babson, *Secretary*, Gloucester, January, 1918.

George P. Penniman, Worcester, January, 1917.

Lester H. Howard, Boston, January, 1916.

Thomas E. Maloney, Fall River, January, 1915.

The Board holds regular quarterly meetings in January, March, July and November, and such other meetings as are necessary. At the January meeting they elect a chairman and secretary for one year. These officials are responsible to and may be removed from office by the Governor, with the advice and consent of the Council.

The secretary is in immediate charge of the work. There are no employees in this department other than a stenographer temporarily employed.

4. *Officials and Employees and Rates of Compensation.*

The compensation of officials and employees on Aug. 1, 1913, was as follows: —

Chairman and members of the Board,	4 at	\$50.00 yr.
Secretary and Board member,	1 at	400.00 yr.
Stenographer (temporary),	1 at	.50 hr.

MASSACHUSETTS HIGHWAY COMMISSION.

1. *General Information.*

(a) The commission was established by chapter 476, Acts of 1893. The automobile department was established to carry out the provisions of chapter 473, Acts of 1903, and examinations for licenses to operate motor vehicles were first held in 1907.

(b) Office located at 15 Ashburton Place, Boston.

(c) Number of officials and employees on July 1, 1914, was 776.

(d) Appropriation for the Highway Commission for 1914 was \$465,706.

2. *Functions, Powers and Duties.*

The functions of the Massachusetts Highway Commission are the construction and maintenance of State highways; the construction in towns of ways which do not become State highways; the construction of such ways as are from time to time required

by the Legislature; furnishing engineering advice to cities and towns; the registration of motor vehicles (annual registration fees for motor cycles, \$2; for commercial motor vehicles and motor trucks \$5, if their carrying capacity is one ton or less, and if more than one ton, \$3 additional for each ton in excess of one; and for other machines, grade from \$5 to \$25, based on horse power of machines); the licensing of operators therefor (license fee, \$2; renewal license fee, 50 cents); the investigation of fatal motor vehicle accidents and of such other motor vehicle accidents, operation or conduct as seems proper; the suspension and revocation of registration certificates and licenses under conditions provided by law; the examination of applicants for chauffeurs' licenses, and such others as the Board may deem necessary (examination fee, \$2); the review of local ordinances affecting the speed or exclusion of motor vehicles on certain ways.

3. *Control and Direction.*

The Massachusetts Highway Commission exercises entire control and direction over this department. The commission consists of three members, namely:—

William D. Sohler, *Chairman*, Beverly. Term expires February, 1916.

Frank D. Kemp, Springfield. Term expires, January, 1917.

James W. Synan, Pittsfield. Term expires, June, 1915.

These officials are appointed by the Governor, with advice and consent of Council, for three-year terms, and may be removed from office in like manner.

The Board meets each Tuesday for the transaction of business and each Wednesday to hold hearings with reference to motor vehicles, and on such other days as are necessary. It also gives at least one hearing each year in each county to discuss highways, etc. The commissioners personally visit cities and towns throughout the State, meeting, for purposes of conference, selectmen, road surveyors, special committees, superintendents of streets, and other authorities; the commissioners also inspect roads about to be built, roads being built, and roads built and under maintenance. The work of the office is reported to the Board at weekly meetings through the secretary.

4. *Management.*

The management and immediate charge of the office are vested in the secretary and chief engineer. The secretary has authority over the main office, automobile department and examining and

investigating department. The chief engineer exercises authority in the engineering department. The present secretary is Mr. F. I. Bieler, whose salary is \$3,000. The chief engineer is Mr. Arthur W. Dean, whose salary is \$5,000 per annum. These officials are appointed by the Board, under civil service regulations, and are responsible to and execute all orders of the Board. The secretary is the direct representative of the commission and performs the duties of an executive officer.

The secretary and chief engineer are assisted in carrying out the work of the department by the heads of the various subdivisions. The secretary is assisted by the chief clerk in the executive office (highway division), the chief clerk of the automobile department, who attends to the work of registration and licenses, and the chief examiner and investigator, who has charge of chauffeur examinations and of investigations of accidents.

The chief engineer has a first assistant engineer, working directly under his supervision, who has charge of the office engineers, survey parties and bridge studies. The State is divided into four districts, each in charge of a division engineer who reports directly to the chief engineer. The work on the Hoosac Mountain project, which is being built by legislative order and from special funds, is also in charge of an engineer.

The secretary and chief engineer make recommendations to the Board concerning appointments. The secretary consults with the chief clerk of the executive office, the recording secretary and the chief examiner before making appointments under such chiefs. The chief clerk of the automobile department selects the clerks and stenographers for that department. In the engineering department the first assistant engineer selects the resident engineers, transitmen and rodmen. The division engineers select their own stenographers. Discharges of employees are made by the secretary and chief engineer, with the approval of the Board.

5. *Organization, Classes of Officials and Employees and Rates of Compensation.*

The officials and employees of the Massachusetts Highway Commission are organized into two main groups or divisions which are directly responsible to the commission. The names of these groups or divisions and of the subdivisions, with the number of officials and employees in each on July 1, 1913, are shown in the following outline:—

Massachusetts Highway Commission,	3
I. Secretary and assistant,	2
A. Recording secretary,	5
B. Main office, highway department,	11
C. Automobile department,	69
D. Investigating and examining department,	14
II. Chief engineer and stenographer,	2
A. First assistant engineer,	67
B. Assistant engineer,	1
C. Division 1,	188
D. Division 2,	63
E. Division 3,	84
F. Division 4,	170
G. Unattached,	5
	<hr/>
Total number of officials and employees,	684

The classes of officials and employees and the rates of compensation on Aug. 1, 1913, are shown in the following statement: —

Chairman,	1 at \$5,000.00 yr.
Commissioners,	2 at 4,000.00 yr.
I. Secretary,	1 at 3,000.00 yr.
Assistant secretary,	1 at 1,400.00 yr.
A. Recording secretary,	1 at 2,000.00 yr.
Stenographers,	1 at 1,000.00 yr.
“	1 at 840.00 yr.
“	2 at 600.00 yr.
B. Main office, highway department: —	
Chief clerk,	1 at 2,000.00 yr.
Stenographers,	3 at 780.00 yr.
“	1 at 660.00 yr.
Clerk,	1 at 900.00 yr.
“	1 at 660.00 yr.
“	1 at 600.00 yr.
“	1 at 540.00 yr.
Office boy,	1 at 360.00 yr.
“ “	1 at 240.00 yr.
C. Automobile department: —	
Chief clerk,	1 at 2,000.00 yr.
Cashier,	1 at 1,300.00 yr.
Clerks,	1 at 1,300.00 yr.
“	1 at 900.00 yr.
“	1 at 850.00 yr.
“	11 at 780.00 yr.
“	4 at 720.00 yr.
“	3 at 660.00 yr.
“	10 at 600.00 yr.
“	1 at 540.00 yr.
“	3 at 480.00 yr.
“	1 at 360.00 yr.

Stenographers,	1 at	\$900.00 yr.
“	1 at	840.00 yr.
“	2 at	720.00 yr.
“	2 at	660.00 yr.
“	23 at	600.00 yr.
Office boy,	1 at	240.00 yr.
Telephone operator (works for whole department, but under direction of chief clerk, automobile department), . . .	1 at	540.00 yr.
D. Investigating and examining department:—		
Chief engineer,	1 at	2,000.00 yr.
Investigators and examiners,	3 at	1,800.00 yr.
“ “ “	4 at	1,500.00 yr.
“ “ “	3 at	1,200.00 yr.
Clerk,	1 at	840.00 yr.
Stenographer,	1 at	720.00 yr.
“	1 at	660.00 yr.
II. Chief engineer (in charge of engineering department),		
Stenographer,	1 at	5,000.00 yr.
A. First assistant engineer,	1 at	3,000.00 yr.
Assistant engineer,	1 at	1,800.00 yr.
“ “	1 at	1,601.00 yr.
Chiefs of parties,	4 at	1,600.00 yr.
Draftsmen,	1 at	1,600.00 yr.
“	4 at	1,400.00 yr.
“	1 at	1,200.00 yr.
“	4 at	1,020.00 yr.
“	1 at	900.00 yr.
Transitmen,	2 at	1,100.00 yr.
“	1 at	1,080.00 yr.
“	2 at	1,020.00 yr.
“	12 at	1,000.00 yr.
“	21 at	900.00 yr.
Rodmen,	1 at	720.00 yr.
“	9 at	600.00 yr.
Stenographer,	1 at	720.00 yr.
B. Assistant engineer,	1 at	2,300.00 yr.
C. Division engineer (in charge of Division 1), . . .	1 at	3,000.00 yr.
1. Assistant division engineer,	1 at	1,800.00 yr.
Roller engineer,	1 at	1,100.00 yr.
Engineer's assistant,	1 at	480.00 yr.
Superintendent of maintenance, . . .	1 at	1,200.00 yr.
Laborers,	172 ¹	
Rodmen,	3 at	1.00 day
2. Resident engineers,	2 at	1,600.00 yr.
“ “	1 at	1,500.00 yr.
“ “	1 at	1,350.00 yr.
“ “	1 at	1,300.00 yr.
“ “	1 at	1,200.00 yr.

¹ At \$1.75 to \$4 a day.

3. Stenographer,	1 at	\$600.00 yr.
"	1 at	480.00 yr.
D. Division engineer (in charge of Division 2),	1 at	2,500.00 yr.
1. Junior assistant engineer,	1 at	1,200.00 yr.
Laborers,	58 at	2.00 day
2. Resident engineer,	1 at	1,500.00 yr.
"	1 at	1,300.00 yr.
3. Stenographer,	1 at	780.00 yr.
E. Division engineer (in charge of Division 3),	1 at	3,000.00 yr.
1. Assistant division engineer,	1 at	1,800.00 yr.
" " "	1 at	1,600.00 yr.
Junior assistant division engineer,	1 at	1,500.00 yr.
Foremen of maintenance,	2 at	1,200.00 yr.
" " "	1 at	3.50 day
Laborers,	69 at	2.00 day
2. Resident engineers,	1 at	1,500.00 yr.
" "	1 at	1,400.00 yr.
" "	2 at	1,300.00 yr.
" "	1 at	1,200.00 yr.
" "	1 at	1,100.00 yr.
3. Stenographer,	1 at	720.00 yr.
"	1 at	600.00 yr.
F. Division engineer (in charge of Division 4),	1 at	3,000.00 yr.
1. Assistant division engineer,	1 at	1,800.00 yr.
" " "	1 at	1,600.00 yr.
Junior assistant division engineer,	1 at	1,500.00 yr.
Foremen of maintenance,	2 at	1,200.00 yr.
Laborers,	160 ¹	
2. Resident engineers,	2 at	1,300.00 yr.
3. Stenographer,	1 at	600.00 yr.
"	1 at	300.00 yr.
G. Unattached:—		
Engineer,	1 at	1,800.00 yr.
Chemist, ²	1 at	1,800.00 yr.
Bridge engineer,	1 at	1,400.00 yr.
Rodman,	1 at	480.00 yr.
"	1 at	1.75 day

THE BOARD OF HARBOR AND LAND COMMISSIONERS.

1. General Information.

(a) The Board of Harbor and Land Commissioners was established by chapter 263, Acts of 1879, succeeding the Board of Harbor Commissioners established by chapter 149, Acts of 1866, and reorganized by chapter 213, Acts of 1877, and the Board of Land Commissioners established by the last-named

¹ At \$1.75 to \$3.50 a day.

² Also receives \$4,000 annual salary from State Board of Health.

act to take over the powers and duties of the then existing Commissioners of Public Lands and of the agents appointed under chapter 239, Acts of 1875, to administer the Commonwealth flats near South Boston.

(b) The office of the Board is in Room 131, State House, Boston.

(c) The number of officials and employees in the service of the Board July 1, 1914, was 36.

(d) The appropriation for the work and expenses of the Board for 1914 was \$335,450.

2. *Functions, Powers and Duties.*

The duties and powers of the Harbor and Land Commissioners may be classified under five different heads. Stated in detail, those of more importance are as follows: —

A. *Relating to Boundaries.* — 1. To mark the boundaries of the Commonwealth, and to preserve such marks.

2. To propose, with the concurrence of the towns in question, changes in the boundary lines of contiguous towns, and to locate and define such changes of boundary when ratified by the General Court.

B. *Relating to Certain Property of the Commonwealth (Boston Harbor as defined in chapter 748, Acts of 1911, excluded).* — 1. To have charge of the lands, rights in lands, flats, shores and rights in tidewaters belonging to the Commonwealth.

2. To ascertain the location, extent and description of such lands, and investigate the title of the Commonwealth thereto.

3. To ascertain what parts of such lands have been granted by the Commonwealth; the conditions on which such grants were made; and whether these conditions have been complied with.

4. To find out what portions have been encroached or trespassed on, and the rights and remedies of the Commonwealth relative thereto, and to prevent further encroachments and trespasses.

5. To ascertain what portions of such land may be leased, sold or improved with benefit to the Commonwealth and without injury to navigation or to the rights of riparian owners, and to lease such lands for periods not exceeding five years.

6. To supervise certain of the province lands at Provincetown, mark their boundaries, establish regulations for their care, and appoint a superintendent for them.

C. *Relating to Harbors and Tidewaters (Boston Harbor as defined in chapter 748, Acts of 1911, excluded).* — 1. To care for

and supervise the harbors and tidewaters within the Commonwealth, the flats and lands flowed thereby, and all structures therein.

2. To make surveys and improvements for the preservation of harbors, and to repair damages due to storms, etc., along the coast line or river banks, with power to take land or materials necessary for such improvements or repairs.

3. To prevent injury to harbors or other navigable tidewaters by prohibiting the digging or removal of material upon or from any beach, shore, bluff, headland, island, or bar in or bordering on tidewater, or the destruction of trees, shrubs, grass or other vegetation thereon.

4. To approve plans for structures which are to extend over or into tidewater, and to supervise their construction when such structures are authorized by the General Court.

5. To license erections in or over tidewater.

6. To require that compensation be made for tidewater displaced by structures built, or by any filling of flats.

7. To initiate proceedings to abate unauthorized structures in tidewater.

8. To require the removal of wrecks, sunken or abandoned vessels, and other obstructions to navigation, or to remove such obstructions and recover compensation from the persons responsible.

9. To inspect dredging and the dumping of dredged material in tidewaters.

10. To prescribe harbor lines and to report to the General Court regarding their establishment.

11. To approve city and town regulations for the passage of vessels through drawbridges maintained at public expense.

12. To approve licenses granted by city and town authorities for the construction of fish weirs.

D. Relating to the Connecticut River and Great Ponds belonging to the Commonwealth. — 1. To have general care and supervision over the waters and banks of the Connecticut River and all structures therein.

2. To survey the Connecticut River.

3. To approve plans for structures which are to extend over or into the Connecticut River or great ponds when such structures are authorized by the General Court.

4. To license structures extending over or into the Connecticut River or great ponds or at any outlet of a great pond.

5. To initiate proceedings to abate unauthorized structures

over or in the Connecticut River and great ponds or at any outlet of a great pond.

6. To license dams across navigable streams and the outlets of great ponds, to be constructed for the purpose of flowing or irrigating cranberry land.

E. Relating to Maps, Charts and Plans. — 1. To keep maps, charts, plans and documents relating to the harbors, waters and lands in its charge.

These powers and duties are set forth in the Revised Laws, chapter 1, section 4; chapter 25, sections 7, 8 and 9; chapter 52, section 26; chapter 96; chapter 97; chapter 196, section 39; and acts in addition and amendment thereto.

None of these powers extend to Boston harbor, all such powers having been transferred to the Directors of the Port of Boston by chapter 748, Acts of 1911.

By chapter 95 of the Resolves of 1914 the Board is directed to continue further the investigation of methods of conserving and equalizing the flow of waters in the streams of the Commonwealth, which was carried on during 1913 by a special joint commission.

3. *Control and Direction.*

Control and direction over the work of this department, its officials and employees, are exercised by the Harbor and Land Commissioners themselves. The Board consists of three members, one of whom is each year appointed by the Governor, subject to confirmation by the Council, for a term of three years. The names and residences of the present commissioners, with the dates of expiration of their respective terms, are: —

William S. McNary, *Chairman*, South Boston, July, 1915.

George M. Harlow, Boston, July, 1916.

• Charles C. Paine, Barnstable, July, 1917.

The commissioners are not required by law to give their whole time to the work of the department. The chairman, however, is at the office of the Board all or part of each week day for the purpose of conferring with persons who desire information about matters within the Board's jurisdiction, directing the work under the Board's control, and deciding some questions of detail.

One day each week is fixed for meetings of the Board for public hearings on petitions for licenses, for conferences, for receiving proposals, and for considering and deciding such matters as require action or approval by a majority of the commissioners.

4. *Management.*

The clerk of the Board, who is also the Board's executive officer, has immediate charge of the department, constantly subject, however, to the direction of the commissioners.

His duties are, in general, as follows: —

1. To superintend the office, and to supervise the handling of matters which require attention, consideration and decision by the commissioners.

2. To prepare for consideration by the commission drafts of contracts, leases, licenses, permits, votes, letters, and other documents.

3. To assist and facilitate inquiries by the public concerning maps, plans, records, and data on various subjects.

4. To make and preserve a true and accurate record of meetings, hearings, and all matters presented to and considered by the commission.

The present clerk of the commission is Frederick N. Wales, whose salary is \$4,500 a year.

There is, also, an engineering division in charge of a chief engineer. His duties, performed under the direction of the commissioners, include: —

1. The making of inspections, examinations and surveys, and the preparation of estimates, plans and specifications, etc., for all river and harbor improvements and other engineering work.

2. The assignment of assistants to carry out his instructions as to surveys, the preparation of plans, etc.

3. The carrying out and superintendence of all construction work decided upon by the commission for the improvement, development and protection of rivers, harbors and tidewaters under the commission's jurisdiction.

4. Preparation of reports to the commission on the work of his division and on general matters involving engineering questions.

The present chief engineer is Wm. F. Williams, whose salary is \$5,000 a year.

Employees of the commission are selected under the authority of section 2, chapter 96, Revised Laws, which provides that the Board "may employ engineers and clerical and other assistance," their employment being subject to civil service regulations.

5. *Organization, Classes of Officials and Employees and Rates of Compensation.*

The officials and employees of the Harbor and Land Commission are organized into two main groups or divisions, each of which is directly responsible to the commissioners. The names of these groups or divisions, with the number of officials and employees in each group on Aug. 1, 1913, are given in the following outline:—

Board of Harbor and Land Commissioners,	3
I. Clerk and executive officer, stenographers, etc.,	14
II. Chief engineer, assistants, inspectors, etc.,	28
Total number of officials and employees,	45

The classes of officials and employees in each main group or division, together with the rates of compensation on Aug. 1, 1913, are shown in the following statement:—

Chairman,	1 at	\$3,300.00 yr.
Commissioners,	2 at	2,700.00 yr.
I. Clerk and executive officer,	1 at	4,500.00 yr.
Stenographer, clerk, bookkeeper and recorder,	1 at	125.00 mo.
Stenographer, clerk (contracts and specifications),	1 at	100.00 mo.
Stenographer (general office work),	1 at	100.00 mo.
" " " "	1 at	75.00 mo.
Assistant for collection of statistics,	1 at	30.00 wk.
Superintendent province lands,	1 at	600.00 yr.
Foreman,	1 at	2.50 day
Laborers (with team),	2 at	4.00 day
Laborers,	4 at	2.00 day
II. Chief engineer,	1 at	5,000.00 yr.
A. Assistant engineers,	1 at	3,300.00 yr.
" "	1 at	250.00 mo.
" "	1 at	2,500.00 yr.
" "	4 at	150.00 mo.
" "	1 at	125.00 mo.
Transitmen,	1 at	3.50 day
"	4 at	85.00 mo.
"	1 at	80.00 mo.
"	1 at	2.50 day
General assistants,	2 at	3.00 day
Rodman,	1 at	2.00 day
Boatman,	1 at	2.50 day
B. Inspectors,	1 at	100.00 mo.
"	5 at	2.50 day
Laborer (temporary),	1 at	2.50 day
" "	1 at	1.50 day

DIRECTORS OF THE PORT OF BOSTON.

1. *General Information.*

(a) The Board of Port Directors was created by chapter 748, Acts of 1911, and reorganized by chapter 712, Acts of 1914. The Board appointed under the first act began work Dec. 8, 1911.

(b) The office of the Board is at 40 Central Street, Boston.

(c) Number of officials and employees in the service of the Board on July 1, 1914, was 124.

(d) Funds for the expenses of the Board, as well as for development projects and construction, are provided by special appropriations and the principal and income of various special funds. For the expenses of the Board during 1914 an appropriation of \$80,000 was made from one of these funds, and from the same fund \$10,000 was provided for publicity work. An annual appropriation of \$25,000 is allowed for minor improvements about Boston harbor for which no established fund is available.

2. *Functions, Powers and Duties.*

The functions of the Directors of the Port of Boston are: —

1. The commercial development of the port of Boston by constructing modern water-front terminal facilities and by preparing plans for comprehensive future development.

2. Administration of the port and of the water-front property of the Commonwealth in the port.

3. Licensing of work done by private parties in tidewaters within the limits of the port.

These functions are set forth in detail in chapter 748, Acts of 1911, by which the Board was created. The more important sections of this act are sections 2, 4, 5, 8, 9 and 12, the essential parts of which are: —

SECTION 2. The Directors of the Port of Boston shall be the administrative officers of the port, shall cause to be made all necessary plans for the comprehensive development of the harbor, shall have immediate charge of the lands now or hereafter owned by the commonwealth upon or adjacent to the harbor front, except lands under the control of the metropolitan park commission or of the metropolitan water and sewerage board, and of the construction of piers and other public works therein, shall administer all terminal facilities which are under their control, shall keep themselves thoroughly informed as to the present and probable future requirements of steamships and shipping, and as to the best means which can be provided at the port of

Boston for the accommodation of steamships, railroads, warehouses and industrial establishments. . . .

SECTION 4. All the rights, powers and duties now pertaining to the board of harbor and land commissioners in respect to such lands, rights in lands, flats, shores, waters and rights belonging to the commonwealth in tidewaters and land under water as constitute that part of Boston harbor lying westerly and inside of a line drawn between Point Allerton on the south and the southerly end of Point Shirley on the north, or as adjoin the same or are connected therewith, and any other rights and powers heretofore vested by the laws of the commonwealth in the board of harbor and land commissioners in respect to any part of said area, are hereby transferred to and hereafter shall be vested in and exercised by said directors. . . .

SECTION 5. With the consent of the governor and council, the directors may take or acquire by purchase or otherwise, and hold, such real property and such rights and easements therein as the directors may from time to time consider necessary for the purpose of constructing, or securing the constructing or utilizing of, piers and, in connection therewith, highways, waterways, railroad connections, storage yards and sites for warehouses and industrial establishments, and may lay out and build thereon and upon such other lands as under section four of this act are under its jurisdiction such piers, with buildings and appurtenances, docks, highways, waterways, railroad connections, storage yards and public warehouses as, in the opinion of the directors, may be desirable. . . .

Then follow certain provisos as to the conditions under which land may be taken, etc.

SECTION 8. All piers and other similar structures built by the directors shall be equipped, either by the directors or by the lessees thereof, with fire-proof sheds, railway tracks, cranes and other machinery and accommodations for the convenient, economical and speedy loading and discharge of freight; and the directors may acquire, hold and operate such lighters and other vessels as may be convenient and, in the opinion of the directors, needed for that purpose. The directors shall make such reasonable rules and regulations and shall charge such reasonable rates for the use of such structures and equipment as they may from time to time deem wise.

SECTION 9. The directors shall have power to lease for a period not exceeding twenty years, under such covenants and conditions as they may prescribe, storage facilities, wharves, piers, bulkheads, docks, sheds, warehouses and industrial locations within their charge; but no lease for a term exceeding five years shall be valid until approved by the governor and council. . . .

SECTION 12. It shall be the duty of the directors forthwith to make, and, so far as may be practicable, to put into execution, comprehensive plans providing on the lands now owned or hereafter acquired by the commonwealth in the area described in section four of this act, adequate piers, capable of accommodating the largest vessels, and in connection with such piers suitable highways, waterways, railroad connections and storage yards, and sites for warehouses and industrial establishments. . . .

3. *Control and Direction.*

Control and direction of all projects and undertakings determined upon, and of all the officials and employees of the Board, are vested in the Board itself, except that certain acts, such as the allotment of special funds at their disposal, the letting of contracts, the taking of property by eminent domain, and the leasing of property for more than five years must be approved by the Governor and Council. The Board consists of three members appointed by the Governor, with the advice and consent of the Council. They are responsible to the Governor and may be removed in the same manner as that in which they are appointed.

The first appointments made under the act reorganizing the Board are for three years, two years and one year respectively. As these terms expire new appointments are to be made for three years, the term of one member expiring each year. The Governor is required to designate one of the Board as chairman, another as secretary. All members are to give their entire time to the work of the Board. Each receives a salary of \$6,000 annually. The names of the present members of the Board, their residences and the date of expiration of their respective terms, are as follows:—

Edward F. McSweeney, *Chairman*, Boston, August, 1917.

Joseph A. Conry, Boston, August, 1916.

Lombard Williams, *Secretary*, Dedham, August, 1915.

The Board is authorized to establish and maintain a permanent publicity bureau through which they are to advertise the Port of Boston by such means as they may determine, expending for that purpose from year to year such sums as the General Court may authorize.

4. *Management.*

The entire Board of Directors superintends the work of this department. The officials and employees of the Board are organized in three main divisions, which may be designated as (1) office, (2) engineering, and (3) operating. These divisions are, respectively, managed by (1) the clerk of the Board, (2) the chief engineer, and (3) the terminal superintendent.

The engineering division, which prepares all designs and plans, and supervises all construction and other engineering work, is

subdivided into three sections, (1) designing and drafting (main office), (2) construction, (3) harbor survey and supervision. All the work of this division is directed by the chief engineer. Each section is also under the charge of a particular official, the designing engineer being in charge of designing and drafting, one assistant engineer of construction, and another assistant engineer of harbor survey and supervision. The last named directs inspectors of dredging on both public and private work, sees that dredged material is dumped in the proper places, etc.

The officials in charge of each division are permanently appointed by the Board, subject to civil service rules. The Board has authority to appoint and remove all other officials and employees, subject to civil service rules.

5. *Organization, Classes of Officials and Employees and Rates of Compensation.*

The organization of the officials and employees of the Board is described above. Following is a list of the main divisions and their subdivisions, showing the head of each and the number employed therein on Aug. 1, 1913:¹ —

Directors of the Port of Boston: —

I. Office employees: clerk of board, chairman's secretary, etc.,	13
II. Traffic division: special investigator,	1
III. Engineering division: chief engineer and principal assistant,	2
A. Civil engineer, special work,	1
B. Assistant engineer, special work,	1
C. Designing engineer, assistant engineer, draftsmen, etc.,	17
D. Second assistant engineer, charge of construction work,	1
1. Assistant engineer, inspectors, rodmen, carpenter, laborers,	28
2. Surveyor, instrument man, rodmen, laborers,	10
3. Head clerk and assistants (field office),	6
E. Third assistant engineer, inspectors, laborers, etc.,	26
IV. Operating division: acting superintendent of terminals: —	
A. Wharfinger,	1
1. Mechanical foreman and laborers,	3
2. Watchmen,	3
3. Assistant wharfinger, stenographer and clerk,	2
Total number of officials and employees,	115

The classes of officials and employees in each division and subdivision, together with the rates of compensation on Aug. 1, 1913, are shown in the following statement: —

¹ The organization has been somewhat changed since this date.

Directors of the Port of Boston:—

I.	Clerk of Board,	1 at	\$3,500.00 yr.
A.	Financial clerk,	1 at	1,800.00 yr.
	1. Librarian assistant,	1 at	60.00 mo.
	2. Office assistant,	1 at	125.00 mo.
	3. Stenographers,	1 at	75.00 mo.
	Stenographers,	2 at	60.00 mo.
	“	2 at	55.00 mo.
	4. Telephone operator,	1 at	55.00 mo.
	5. Office boy,	1 at	25.00 mo.
	6. Laborer,	1 at	2.50 day
	B. Chairman's secretary, ¹	1 at	1,800.00 yr.
II.	Special traffic investigator,	1 at	5,000.00 yr.
III.	Chief engineer,	1 at	7,500.00 yr.
	Principal assistant engineer,	1 at	3,500.00 yr.
	A. Civil engineer, United States Navy, de- tailed for special work,	1 at	2,500.00 yr.
	B. Assistant engineer, special work, ²	1 at	210.00 mo.
	C. Designing engineer, charge of drafting forces,	1 at	2,400.00 yr.
	Assistant engineer, ²	1 at	2,500.00 yr.
	Architectural draftsman, ²	1 at	150.00 mo.
	Designing draftsmen, ²	5 at	150.00 mo.
	Draftsman, ²	1 at	125.00 mo.
	Draftsmen, ²	6 at	100.00 mo.
	Draftsman, ²	1 at	85.00 mo.
	Draftsman, ²	1 at	75.00 mo.
	D. Second assistant engineer, charge of construction,	1 at	3,000.00 yr.
	1. Assistant engineer, charge of in- specting forces, ²	1 at	2,500.00 yr.
	Inspectors, ²	2 at	125.00 mo.
	Inspectors, ²	13 at	100.00 mo.
	Inspector, ²	1 at	90.00 mo.
	Inspectors, ²	2 at	2.50 day
	Inspector, ²	1 at	2.00 day
	Instrument man, ²	1 at	100.00 mo.
	Rodmen, ²	2 at	2.50 day
	Engineer of launch "Egret," ²	1 at	2.50 day
	Pilot of launch "Egret," ²	1 at	2.50 day
	Carpenter, ²	1 at	2.50 day
	General laborers, ²	2 at	2.50 day
	2. Surveyor, ²	1 at	125.00 mo.
	Instrument man, ²	1 at	115.00 mo.
	Instrument man, ²	1 at	90.00 mo.
	Instrument men, ²	2 at	85.00 mo.
	Rodmen, ²	3 at	2.50 day

¹ Usually under direct orders of chairman.² Length of employment will depend upon the time required to complete the work already in progress and the amount of additional work which the Directors of the Port of Boston may be authorized to do.

Rodman, ¹	1 at	\$2.00 day
Laborer, ¹	1 at	2.50 day
3. Instrument man in charge of field		
office,	1 at	100.00 mo.
Clerks, ¹	2 at	75.00 mo.
Clerk, ¹	1 at	2.50 day
Clerk, ¹	1 at	2.00 day
Janitor, ¹	1 at	2.50 day
E. Third assistant engineer, charge harbor		
surveys, etc.,	1 at	1,800.00 yr.
Draftsman, ¹	1 at	90.00 mo.
Inspector of borings, ¹	1 at	100.00 mo.
Inspector of borings, ¹	1 at	90.00 mo.
Inspectors of borings, ¹	2 at	2.50 day
Instrument man, ¹	1 at	90.00 mo.
Diver (employed as carpenter at \$2.50 per day when not acting as diver),	1 at	6.00 day
Tending diver, and boatman, ¹	1 at	2.50 day
Engineer of launch, ¹	1 at	2.50 day
Boatman, ¹	1 at	2.50 day
Boatman, ¹	1 at	2.00 day
Leadsman, ¹	1 at	2.50 day
General laborer, ¹	1 at	2.50 day
Inspector of dredging, ¹	1 at	100.00 mo.
Inspector of dredging, ¹	1 at	2.50 day
Inspectors of dredging,	10 at	2.50 day
IV. Acting superintendent of terminals (receives \$3,500 as principal assistant engineer):—		
A. Wharfinger (temporary),	1 at	2,000.00 yr.
1. Mechanical foreman (temporary),	1 at	150.00 mo.
Laborers,	2 at	2.50 day
2. Watchmen,	3 at	2.50 day
3. Assistant wharfinger (temporary),	1 at	1,400.00 yr.
Stenographer and clerk,	1 at	75.00 mo.

STATE BOARD OF AGRICULTURE (QUASI-STATE BOARD).

1. *General Information.*

(a) The State Board of Agriculture, created by chapter 142 of the Acts of 1852, commenced its work in 1853.

(b) Office located in State House, Boston.

(c) Number of officials and employees, July 1, 1914, was 68, including 45 unpaid members of the Board.

(d) Appropriation for expenses for 1914 was \$97,785.91.

¹ Length of employment will depend upon the time required to complete the work already in progress and the amount of additional work which the Directors of the Port of Boston may be authorized to do.

2. *Functions, Powers and Duties.*

The functions of the State Board of Agriculture deal with the promotion and encouragement of agriculture and related activities. Agricultural interests are aided by the following methods: —

1. Bounties are granted to incorporated agricultural societies.
2. Premiums are offered to children and youths for excellence of home and school garden products.
3. Exhibitions of agricultural products are held and demonstrations of superior methods in agriculture are given.
4. Information is disseminated by lectures, bulletins and reports.
5. Inquiry is made into the wants of and methods pursued in practical husbandry. Investigations are also made relating to improvements in agriculture, inclusive of studies relative to soil, climate and markets.
6. Aid is extended in establishing farmers' clubs, agricultural libraries and reading rooms.
7. The dates for holding exhibitions are assigned to the agricultural societies, the forms of their reports are prescribed and their returns are regulated.
8. Prosecutions are effected for violation of the oleomargarine and renovated butter laws. Upon complaint and in conjunction with local milk inspectors of various cities and towns, prosecutions are also instituted for violation of the milk law.
9. Reclamation and cultivation of wet lands are conducted in conjunction with the State Board of Health.
10. Propagation, protection and preservation of birds, especially those economically valuable to the farmer, are effected by the State Ornithologist.
11. Delegating its authority to an advisory committee of five, the Board exercises a supervision over the Massachusetts Agricultural College.
12. Gifts or bequests for promoting agricultural education or interests are received and held in trust.
13. Poultry industry is aided through the medium of bounties granted to incorporated poultry associations.
14. Orcharding is encouraged by means of prizes for experiments made by owners of private orchards; demonstrations are given relative to care and management of orchards.
15. The nursery business is encouraged by protecting stock

from injurious insects and fungous diseases; this is effected by inspection of all stock within the State, of all importations and of all stock from other States suspected of being infected. Forests and shade trees are protected by quarantining or exterminating parts infested with injurious insects or fungous diseases.

16. Co-operation is had with the United States Department of Agriculture in restraining the spread of gypsy and brown-tail moths; this is largely effected by inspection of shipments made to points outside the quarantine area.

17. Dairying is fostered by prizes offered for highest quality of milk and lowest bacteria counts and best kept stables; by demonstrating the best methods of dairying; by holding dairy institutes and giving lectures; and by employing agents to instruct in the subject of stable construction and dairying methods in general.

18. The bee industry is furthered by inspection of all apiaries within the State, broods afflicted with contagious diseases are quarantined and, when considered advisable, are destroyed. Information relative to this industry is disseminated by various publications on bee culture.

3. *Control and Direction.*

Control and direction over this department are exercised by the Board of Agriculture, consisting of 45 members, 7 of whom are members *ex officio*, 3 appointed by the Governor and 35 members chosen by incorporated agricultural societies. These members are chosen for a term of three years. The members appointed by the Governor are responsible to him; those chosen by the agricultural societies are responsible to their respective societies.

The Board of Agriculture elects officers, chiefs of bureaus and specialists. It approves the appointment of a first and a second clerk by the secretary, the appointment of deputies by the State Inspector of Apiaries and the appointment of assistants by the State Ornithologist; it further approves the annual reports of chiefs of bureaus and of the Dairy Bureau, the recommendations of the secretary for legislation or for action by the Board and the reports and recommendations of all committees of the Board.

The Board is organized with a president, first and second vice-presidents, secretary and the following committees: —

Executive Committee,	9 members.
Committee on Agricultural Societies,	5 members.
Committee on Domestic Animals, Poultry and Dairy Products,	5 members.
Committee on Massachusetts Agricultural College and the Massachusetts Agricultural Experiment Station,	5 members.
Committee on Orchardng and Fruit Growing,	5 members.
Committee on Grasses and Forage Crops,	5 members.
Committee on Markets and Transportation,	6 members.
Committee on Farm Tools and Machinery,	5 members.
Committee on Institutes and Public Meetings,	5 members.
Committee on Irrigation and Drainage,	5 members.

The secretary is a member *ex officio* of each committee. The committees investigate the work assigned to them and report to the Board at its annual meeting, or at such other time as the Board may specify.

4. *Management.*

The management and immediate charge of the department are vested in a secretary and three bureau or division chiefs, elected by the Board for a term of one year. The present secretary is Mr. Wilfrid Wheeler, whose salary is \$2,500 annually. This official is responsible to, and may be ~~removed~~ from office by, the Board. The secretary of the Board is also executive officer of the Dairy Bureau and receives as such an additional sum of \$500 annually for his services. The secretary keeps the records of all meetings of the Board and abstracts of the returns of the agricultural societies. He is authorized to attend agricultural fairs and other meetings in the interests of the State and to prepare subjects for discussion at institute meetings.

In addition to the secretary's office, this department has four main divisions, namely, Dairy Bureau, division of State Ornithologist, nursery inspection and inspection of apiaries. The three members of the Dairy Bureau are appointed by the Governor for a term of three years. They are also members of the Board of Agriculture. The officials in charge of the other divisions are appointed by the Board for a term of one year. They are responsible to, and may be removed from office by, the Board of Agriculture. Annual reports of these four divisions are rendered to the Board in January of each year. The purpose of these reports is to account for work undertaken, pursued and completed during the previous year, with recommendations for future work.

Daily reports are rendered to the State Nursery Inspector and the State Inspector of Apiaries by their respective deputies,

showing what work has been done and where, the conditions found, as well as the time employed on different tasks. Daily reports of inspections and of samples purchased, etc., are rendered to the general agent of the Dairy Bureau by its agents.

The secretary has power to appoint the several office employees; the general agent appoints the employees of the Dairy Bureau; the Ornithologist and Inspector of Apiaries appoint the employees of their divisions, subject to the approval of the Board; the Nursery Inspector appoints the employees of his division, subject to the approval of the secretary of the Board. In cases of discharge of any employee, the matter is usually referred to the secretary of the Board.

5. *Organization, Classes of Officials and Employees and Rates of Compensation.*

The officials and employees of the State Board of Agriculture are divided into five main groups or divisions, each of which is directly responsible to the Board. The names of these groups, with the number of officials and employees in each group on Aug. 1, 1913, are as follows:—

Board of Agriculture,	44 ¹
I. Secretary's office,	5
II. Dairy Bureau,	2 ²
III. State Ornithologist and stenographer,	2
IV. State Nursery Inspector and deputies,	10
V. State Inspector of Apiaries, and deputies,	4
Total number of officials and employees,	67

The classes of officials and employees in each group or division, together with the rates of compensation on Aug. 1, 1913, are shown in the following statement:—

Board of Agriculture (forty-four¹ unpaid members, three of whom serve as paid officials of the Dairy Bureau):—

I. Secretary (receives \$500 as executive officer of Dairy Bureau),	1 at \$2,500.00 yr.
Clerk,	1 at 1,800.00 yr.
"	1 at 1,400.00 yr.
Librarian and stenographer,	1 at 60.00 mo.
Stenographer,	1 at 65.00 mo.

¹ Now 45 members.

² Three unpaid members of the Board of Agriculture serve as paid members of Dairy Bureau.

II. Dairy Bureau (three members of Board of Agriculture serve as chairman and members of the Dairy Bureau at \$5 a day each): —

Executive officer (at \$500 a year, also acts as secretary of the Board at \$2,500 a year): —

General agent,	1 at \$1,800.00 yr.
Agent,	1 at 1,500.00 yr.
III. State Ornithologist,	1 at 1,500.00 yr. ¹
Stenographer (temporary employee),	1 at 3.00 day
IV. State Nursery Inspector,	1 at 500.00 yr.
Chief deputy inspector,	1 at 5.00 day
Deputy inspectors (temporary),	3 at 4.50 day
Deputy inspectors (temporary),	4 at 4.25 day
Deputy inspectors,	1 at 2.00 day
V. State Inspector of Apiaries,	1 at 5.00 day
Deputy inspectors,	3 at 5.00 day

JOINT BOARD FOR RECLAMATION OF WET LANDS. .

1. *General Information.*

(a) This Joint Board was created by chapter 759, Acts of 1913.

(b) The offices of the two departments composing the Joint Board, — the State Board of Agriculture and the State Department of Health, — are in the State House, Boston.

(c) Other than its own members, the Joint Board had no regular officials or employees on July 1, 1914.

(d) An appropriation of \$15,000 was made in 1913 for expenses, and the unexpended balance of this, with \$10,000 additional, was appropriated for the year 1914. Up to Sept. 1, 1914, the total amount expended was \$267.45.

2. *Functions, Powers and Duties.*

The Joint Board is "authorized with the approval of the governor and council, to purchase or take by right of eminent domain in the name of the commonwealth . . . any tract or tracts of wet lands, except salt marshes, together with such dry lands, if any, as may be necessary for access thereto." The Board is to estimate and determine the damages to all persons or corporations from such takings, but any one aggrieved by its findings may have his damages assessed by a jury. The Joint Board may also purchase wet lands at a price not exceeding the assessed valuation, and may accept gifts of land to be drained and reclaimed. In such cases the sellers or donors of

¹ Salary increased in 1914 to \$2,000 annually.

the land may reserve the right to buy it back at any time within two years, upon paying the price paid for the land by the Commonwealth, plus the amount expended in improvements and maintenance and interest at 4 per cent. annually. If the right of repurchase is not expressly reserved in the deed of sale or gift the former owner does not have it, and the land is to be sold at such time or times as seem expedient at a price not less than the cost of the land and of reclaiming it, with interest at 4 per cent.

Other important powers and duties of the Joint Board are described in sections 4 and 5 of chapter 759, Acts of 1913, which follow: —

SECTION 4. The said joint board, acting through such agent or agents as it may appoint, shall drain and reclaim lands acquired under this act, and for this purpose may purchase machinery and other necessary equipment, and may execute such contracts as the governor and council shall approve. So far as is practicable, the labor of prisoners shall be employed in reclaiming the said lands, under such regulations and conditions as may be prescribed by the prison commissioners; and it is hereby made the duty of the prison commissioners to furnish such labor, upon request of the said joint board, whenever it is practicable for them to do so. The cost of transportation of prisoners to and from the place of labor and the cost of providing them with necessary meals while so employed shall be paid from the fund herein provided for.

SECTION 5. [As amended by chapter 596, Acts of 1914.] When said lands, or any convenient part thereof, shall have been drained and reclaimed, the said joint board shall cause the same to be cultivated for not less than two successive seasons, in such manner as in the opinion of the board will best demonstrate the value thereof for agricultural uses. The products of cultivation, except hay sold in the bale, shall not be sold in open market, but shall be used for the supply of public institutions, and such institutions shall pay to the joint board such sums for the said products as they would pay if the same were purchased in open market, and the sums so received shall be added to the sum herein provided for.

Any land not repurchased by its former owner or sold as above described is to be offered for sale from time to time, in whole or in part, at a price not less than the cost of the land plus the cost of reclaiming it. Any sums received from sales of land are to be paid into the treasury of the Commonwealth and credited to the ordinary revenue until the total amount expended under the law has been refunded, after which the proceeds are to be credited to a fund to be known as the Wet Lands Reclamation Fund, and used for the reclamation of other tracts.

3. *Control and Direction.*

Control and direction of any work undertaken, and of all persons employed, is vested in the Joint Board, which, by the act creating it, was at first composed of the State Board of Agriculture and the State Board of Health. These two boards appointed a joint committee to take charge of the work assigned to the Joint Board. Up to Sept. 15, 1914, no reclamation projects had been undertaken, but complete or partial surveys of about twenty tracts had been made by the engineering division of the State Department of Health under the direction of Mr. X. H. Goodnough, chief engineer.

The work of the Joint Board has been temporarily suspended pending the appointment of all members of the Department of Health, which was established in 1914 (chapter 792, Acts of 1914) to supersede the State Board of Health. Accounts of the work of the State Board of Agriculture and of the State Department of Health are given on pages 223 and 132.

DEPARTMENT OF ANIMAL INDUSTRY.

1. *General Information.*

(a) The department was established in 1912 by chapter 608, Acts of that year, to take the place of the former cattle bureau of the State Board of Agriculture, which in turn had been established in 1902 to take the place of the Board of Cattle Commissioners, established in 1885.

(b) Office located in State House, Boston. Quarantine stations are located in Boston (Brighton), Watertown and Somerville. Fifty-seven agents are stationed in different cities and towns of the State.

(c) Number of regular officials and employees, July 1, 1914, was 21; in addition there are a number of agents giving part time to State work and paid on a per diem basis.

(d) Appropriation for expenses for 1914 was \$177,500.

2. *Functions, Powers and Duties.*

The functions of the Department of Animal Industry are the prevention, suppression and extirpation of contagious diseases among domestic animals.

The head of the department, namely, the Commissioner of Animal Industry, approves the appointment of the local inspectors of animals, nominated by the mayor and aldermen in cities and by the selectmen in towns. The commissioner also has the power to remove local inspectors who are not properly performing their duties. Furthermore, they must comply with and enforce all orders and regulations as directed by the commissioner.

3. *Control and Management.*

The control and management of this department are vested in a commissioner, who is appointed by the Governor, with the approval of the Council, for a term of three years. The present commissioner is Mr. Fred Freeland Walker, whose salary is \$3,500 per annum.

The outside force of the department is divided into two main groups or divisions, namely, the quarantine division and the agents' division consisting of the district agents, specialists, experts and per diem agents.

In the quarantine division a chief agent is in charge of the work and he has four assistants. Of these, however, only one man gives his full time to the quarantine work, the agent in charge devoting only two and one-half days a week and three of his assistants devoting only two days a week to this work. Under the supervision of this division all interstate cattle for dairy and breeding purposes are tuberculin tested, the agent in charge having authority to release or hold such animals as in his opinion give or fail to give a reaction to this test.

The district agents are employed principally in the inspection of barns, and to each is assigned a definite territory in the State. They are held responsible for the condition of the barns in their own section of the State. The district agents are from time to time assigned other work in their districts, such as executing warrants on cattle, examining and passing upon various cases of contagious diseases, etc. The district agents also supervise and instruct the local inspectors.

In the inspection of animals, two experts are employed to control glanders in the State. One per diem agent is also employed on glanders work, but he works independently of the experts and reports directly to the commissioner. The glanders experts have authority under the commissioner to quarantine or condemn animals affected with this disease and to fix the

amount to be paid for animals so condemned. Another expert is given full authority in reference to the control of hog cholera in this State, and he is authorized to visit herds where the presence of this disease is suspected and to take necessary action to control it.

4. *Organization, Classes of Officials and Employees and Rates of Compensation.*

The Department of Animal Industry comprises an office force, quarantine force, and agents, specialists and experts. Each of the latter is directly responsible to the Commissioner of Animal Industry but, for convenience in reporting, all agents (other than quarantine force) are classified as in one group. The number of officials and employees in the department on Aug. 1, 1913, is shown in the following outline:—

Commissioner of Animal Industry,	1
I. Office,	5
II. Quarantine stations,	1
III. District agents, specialists, experts and per diem agents,	63
<hr/>	
Total number of officials and employees,	70

The classes of officials and employees in the department, together with the rates of compensation on Aug. 1, 1913, are shown in the following statement:—

Commissioner of Animal Industry,	1 at \$3,500.00 yr.
I. Office:—	
Chief clerk,	1 at 1,200.00 yr.
Stenographer,	1 at 1,000.00 yr.
Clerk,	1 at 840.00 yr.
"	1 at 600.00 yr.
Clerk and stenographer,	1 at 600.00 yr.
II. Quarantine stations:—	
Agent in charge: ¹ —	
Assistant and clerk,	1 at 1,300.00 yr.
District agents, per diem agent. ²	

¹ The \$1,600 Boston district agent is in charge of work at quarantine station, but he devotes only two and one-half days each week to this work and the balance of time to his work as a district agent.

² Three district agents (one at \$1,500, one at \$1,400, one at \$1,300) assist in the work at the quarantine stations two days a week and the balance of time work as district agents. One per diem agent (at \$3 a day) is employed two days a week at the quarantine stations.

III. District agents, specialists, experts and per diem agents:¹ —

District agents: —

Boston district, ²	1 at \$1,600.00 yr.
Boston district, ³	1 at 1,500.00 yr.
Boston district, ³	1 at 1,400.00 yr.
Boston district, ³	1 at 1,300.00 yr.
Amherst district,	1 at 1,600.00 yr.
Barre district,	1 at 1,600.00 yr.
Cape district,	1 at 1,300.00 yr.
Greenfield district,	1 at 1,600.00 yr.
Northampton district,	1 at 1,500.00 yr.
Pittsfield district,	1 at 1,600.00 yr.
Per diem agents, ⁴	46 at 5.00 day
Per diem agents, ³	2 at 3.00 day
Glanders experts,	2 at 1,700.00 yr.
Hog cholera expert,	1 at 10.00 day
Consulting veterinarians,	2 at —

STATE FORESTER.

1. *General Information.*

(a) This department was established by chapter 409, Acts of 1904.

(b) Office located at 6 Beacon Street, Boston.

(c) Number of officials and employees on Aug. 1, 1914, was 80.

(d) Appropriation for 1914 was \$263,000, including \$10,000 for purchase of forest lands, \$28,000 for protection against and prevention of forest fires, \$200,000 for suppression of gypsy and brown-tail moths.

2. *Functions, Powers and Duties.*

The functions of this department are general forestry work, the suppression of the gypsy and brown-tail moths, and the maintenance of the forest fire protective system. "General forestry" work includes tree planting; the examination of wood lots, and advising owners as to the best methods of management;

¹ All agents and specialists work under the immediate direction of the commissioner and report directly to him.

² The \$1,600 Boston district agent is in charge of work at quarantine station, but he devotes only two and one-half days each week to this work and the balance of time to his work as a district agent.

³ Three district agents (one at \$1,500, one at \$1,400, one at \$1,300) assist in the work at the quarantine stations two days a week and the balance of time work as district agents. One per diem agent (at \$3 a day) is employed two days a week at the quarantine stations.

⁴ One per diem agent works on glanders.

⁵ No regular salary, but paid for services rendered as experts.

the maintenance of nurseries in various parts of the State where seedlings are raised for use in reforestation work; the investigation of the chestnut bark disease; and advising owners as to the best course to pursue in handling infected tracts, which work is carried on in co-operation with the United States government.

In the gypsy and brown-tail moth work, the moth-infested areas are divided into several divisions, each in charge of a superintendent, whose duty it is to see that cities and towns within his district are complying with the laws relating to the suppression of these insects. The State Forester acts for the Commonwealth in reimbursing those cities and towns which have made expenditures as authorized by law in connection with this work. The propagation and distribution of the brown-tail fungous disease, and woodland thinning in relation to moth suppression, are also included in the gypsy moth work.

The forest fire service is in charge of the State fire warden, who has four deputies. They advise the forest wardens and their deputies in towns, and municipal officers in cities, as to the best methods of preventing and extinguishing forest fires, and urge upon the towns the importance of being properly equipped with forest fire-fighting apparatus. Twenty-one lookout stations are maintained, each one in charge of an observer, who remains there during the dangerous periods, and reports fires to the forest wardens or the deputies residing nearest the location of the fire.

In brief, the State Forester's work is to procure the perpetuation, extension and proper management of the forest lands of the Commonwealth, both public and private, and he acts for the Commonwealth in the suppression of the gypsy and brown-tail moths. He is required by law to give annually a course of instruction in forestry to the students of the Massachusetts Agricultural College.

3. *Control, Direction and Management.*

Control, management and immediate charge of the department are vested in the State Forester, who is appointed by the Governor and Council for an indefinite term. He is responsible to, and may be removed from office by, the Governor, with the advice and consent of the Council. He is a member *ex officio* of the State Board of Agriculture. The present State Forester is Mr. Frank William Rane, whose salary is \$5,000 per annum.

Three officials are in immediate charge of the three main di-

visions of the department, namely, the assistant State forester, superintendent of moth work and State fire warden. These officials are appointed by the State Forester for an indefinite period, and are responsible to and may be removed from office by him. They have complete authority over their divisions, subject to the control of the State Forester, and have power to appoint and discharge the employees of their divisions, subject to the approval of the State Forester.

The division superintendents engaged in the suppression of the gypsy and brown-tail moths send in daily reports showing the various towns and cities visited by them, and the condition of the work in those places.

The district forest wardens render weekly reports concerning the condition of the work in their districts, as noted in their daily rounds among various towns. The observers at the various fire stations also render weekly reports of any fires which may have taken place in their divisions, the cause and extent of the same, and to whom the fires have been reported.

4. *Organization, Classes of Officials and Employees and Rates of Compensation.*

The officials and employees of the State Forester's department are organized into an office force and three main divisions, the official in charge of each being directly responsible to the State Forester. Following is a summary as of Aug. 1, 1913:—

State Forester,	1
I. Secretary and office force,	5
II. General forestry division,	27
III. Suppression of gypsy and brown-tail moths division,	16
IV. Prevention of forest fires division,	17
	—
Total number of officials and employees,	66

The classes of officials and employees in each group or division, together with the rates of compensation on Aug. 1, 1913, are shown in the following statement:—

State Forester,	1 at \$5,000.00 yr.
I. Secretary,	1 at 1,800.00 yr.
Bookkeeper and general office assistant,	1 at 1,200.00 yr.
Clerk and typewriter,	1 at 780.00 yr.
Stenographer and typewriter,	1 at 720.00 yr.
Office boy,	1 at 5.00 wk.

II. Assistant State forester (general forestry division),		1 at \$1,800.00 yr.
A. Assistant forester (reforestation work),		1 at 1,500.00 yr.
Foreman (reforestation work),		1 at 2.50 day
Laborer (reforestation work) (temporary employee),		1 at 2.00 day
B. Assistant forester (examinations of woodland),		1 at 1,000.00 yr.
C. Engineer (including map making, Worcester County),		1 at 75.00 mo.
Assistants in map work (temporary employees),		4 at 10.00 wk.
Draftsman (temporary employee),		1 at 12.00 wk.
D. Foreman at nursery (Wrentham),		1 at 2.50 day
Laborers (temporary employees),		5 at 2.00 day
E. Foreman at Amherst,		1 at 2.50 day
Subforeman,		1 at 2.25 day
Laborers (temporary employees),		1 at 2.25 day
" " " "		4 at 2.00 day
F. Foreman at East Sandwich nursery,		1 at 2.50 day
Laborers (temporary employees),		2 at 2.00 day
G. Expert on chestnut blight (paid by United States government; see also, III., F.).		
III. Superintendent of gypsy and brown-tail moth work, ¹		
		1 at 1,600.00 yr.
A. Assistant forester (woodland thinning),		1 at 1,200.00 yr.
B. Charge of supply store,		1 at 1,000.00 yr.
Assistant in charge of supply store,		1 at 9.00 wk.
C. Division superintendent No. 1,		1 at 1,200.00 yr.
Division superintendent No. 2,		1 at 1,200.00 yr.
Division superintendent No. 3,		1 at 900.00 yr.
Division superintendent No. 4,		1 at 1,000.00 yr.
Division superintendent No. 5,		1 at 1,200.00 yr.
Division superintendent No. 6,		1 at 1,200.00 yr.
Division superintendent No. 7,		1 at 1,100.00 yr.
Division superintendent No. 8,		1 at 936.00 yr.
Division superintendent No. 9,		1 at 1,200.00 yr.
D. Mechanic,		1 at 2.75 day
E. Automobile repairer and driver,		1 at 3.00 day
F. Fungous expert (paid by United States government; receives a salary of \$75 per month from the Commonwealth when he gives three-fourths of time to brown-tail fungous work).		
Assistant on fungous work (temporary employee),		1 at 2.00 day
IV. State fire warden (prevention of forest fires), ²		1 at 2,200.00 yr.
A. Assistant to fire warden (charge of office),		1 at 900.00 yr.
B. Locomotive inspector,		1 at 1,000.00 yr.

¹ Local moth superintendents in each infested town are paid by the towns, and therefore are not included in this statement.

² Forest warden in each town and deputy forest wardens are town officials, and therefore not included in this statement.

C.	District forest warden No. 1,	1 at	\$900.00 yr.
	Observer at fire tower, Moose Hill,	1 at	60.00 mo.
	Observer at fire tower, Bald Pate Hill,	1 at	60.00 mo.
	Observer at fire tower, Hart Hill,	1 at	60.00 mo.
	Observer at fire tower, Robbins Hill,	1 at	60.00 mo.
	Observer at fire tower, Blue Hill,	1 at	60.00 mo.
	Observer at fire tower, Morse Hill,	1 at	60.00 mo.
D.	District forest warden No. 2,	1 at	900.00 yr.
	Observer at fire tower, Shoot Flying Hill,	1 at	60.00 mo.
	Observer at fire tower, Reservoir Hill,	1 at	60.00 mo.
	Observer at fire tower, Richmond Hill,	1 at	60.00 mo.
	Observer at fire tower, Middleborough,	1 at	60.00 mo.
E.	District warden No. 3 (in charge of six ob- servers paid by United States govern- ment),	1 at	1,000.00 yr.
F.	District warden No. 4 (in charge of three observers paid by United States gov- ernment),	1 at	900.00 yr.

THE STATE FOREST COMMISSION.

The State Forest Commission was created by chapter 720, Acts of 1914. An appropriation of \$500 was made for the expenses of the commission, and one of \$10,000 for the purchase and maintenance of forest lands by it, as authorized by the act.

The functions of the commission are set forth in sections 2, 3 and 5 of the act creating it. These sections read as follows:—

SECTION 2. The commission shall have power to acquire for the commonwealth by purchase or otherwise, and to hold, woodland or land suitable for timber cultivation within the commonwealth. The commission may, after a public hearing, sell or exchange any land thus acquired which in the judgment of the commission can no longer be used advantageously for the purposes of this act. The average cost of land purchased by the Commission shall not exceed five dollars an acre.

SECTION 3. Lands acquired under the provisions of this act shall be known as state forests and shall be under the control and management of the state forester. He shall proceed to re-forest and develop such lands and shall have power to make all reasonable regulations which in his opinion will tend to increase the public enjoyment and benefit therefrom and to protect and conserve the water supplies of the commonwealth. The state forester shall keep and shall publish in his annual report an account of all money invested in each state forest and of the annual income and expense thereof.

SECTION 5. Land acquired under the provisions of this act shall be exempt from taxation; but the commonwealth shall reimburse cities and towns in which such lands are situated for taxes lost by reason of their acquisition, in the same manner and to the same extent as in the case of lands acquired for public institutions under the provisions of chapter six hundred and seven of the acts of the year nineteen hundred and ten.

The State Forester is required to use labor from correctional institutions as far as is practicable in the reforestation, maintenance and development of the lands acquired.

Authority is given for the expenditure of \$10,000 for acquiring and maintaining forest lands during the current year, and for the expenditure of \$20,000 annually for each of the four succeeding years for the same purposes. Any balance unexpended at the end of the year may be expended during the succeeding year.

The commission is composed of three persons of whom the State Forester is one, the other two being appointed by the Governor and Council for terms of three years and six years respectively; later appointments to be made, one every three years for a six-year term. The members of the commission are to serve without compensation. Their names and residences, and the dates when the terms of the appointed members expire, are: —

F. William Rane, State Forester, Newton.
Harvey N. Shepard, Boston, August, 1920.
Harold Parker, Lancaster, August, 1917.

COMMISSIONERS ON FISHERIES AND GAME.

1. *General Information.*

(a) A Board of Commissioners on Fisheries in the Merrimac and Connecticut rivers was established by chapter 238, Acts of 1866. It was made a Board of Commissioners on Inland Fisheries by chapter 384, Acts of 1869, and Game Commissioners by chapter 276, Acts of 1886.

(b) Office located in State House, Boston.

(c) Number of officials and employees on July 1, 1914, was 86.

(d) Appropriation for expenses for 1914 was \$138,315.

2. *Functions, Powers and Duties.*

The functions of this department are (1) the enforcement of the laws relative to inland fisheries, birds and animals, and the pollution of public waters; (2) scientific investigations relating to fisheries and game; and (3) the enforcement of certain laws relative to forest fires.

Previous to 1900 the fish and game laws were enforced by State and local police, but in order to have officers with special knowledge, deputy commissioners were appointed, and thus the enforcement of the law has gradually become the duty of the

Fish and Game Commissioners, except that the enforcement of the seining and lobster laws in Buzzards Bay still remains the duty of the Massachusetts district police.

3. *Control, Direction and Management.*

The control, direction and, in part, the management and immediate charge of the department are vested in three commissioners, who are appointed by the Governor, with the advice and consent of the Council, for terms of five years. These officials are responsible to the Governor and Council, and may be removed from office by the Governor. The chairman receives a salary of \$3,000 a year; the other commissioners are paid \$5 for each day of actual service. The names and addresses of the commissioners, with the dates when the respective terms expire, are as follows: —

George W. Field, *Chairman*, Sharon, December, 1914.

George H. Graham, Springfield, August, 1916.

William C. Adams, Boston, July, 1918.

The commissioners hold regular meetings each week. The chairman is at the office Mondays and Fridays, and at other times when not making investigations throughout the State, or directing the work of the biologist or at the hatcheries. He has general charge of new matters arising in the work of the department, which he refers to the other members of the commission or to the chief deputy.

The department of fisheries and game is divided into several main divisions, each of which is in charge of a superintendent, with the exception of the division for enforcement of law, which is in charge of the chief deputy. These officials are appointed by the commissioners for a term of one year, are responsible to and may be removed from office by them.

For the enforcement of the law, the State is divided into twenty-eight districts, each in charge of a deputy commissioner. Daily reports are made to and checked by the chief deputy. While each deputy is regularly assigned to a definite district, each is subject to duty throughout the State.

The Commissioners on Fisheries and Game appoint the deputies, clerks and biologist, and have power to discharge them. The officials in charge of the main divisions appoint and discharge their temporary helpers. These officials have immediate and complete management of the hatcheries and game farms,

care of fish and birds, and of all conditions relating to the rearing of young fish and birds, and maintenance and well-being of the breeding stock.

4. *Organization, Classes of Officials and Employees and Rates of Compensation.*

The officials and employees of the department of fisheries and game are organized into an office force and ten main divisions, each of which is directly responsible to the commissioners. Following is the outline as of Aug. 1, 1913:—

Commissioners,	3
I. Clerk and stenographers,	4
II. Biologist and assistants,	5
III. Division for enforcement of law,	31
IV. Wilbraham game farm,	6
V. Sutton hatchery,	8
VI. Palmer hatchery,	16
VII. Sandwich hatchery,	6
VIII. Adams hatchery,	1
IX. Hadley hatchery,	1
X. Marthas Vineyard reservation,	3
XI. Sharon reservation,	1
Total number of officials and employees,	85

The classes of officials and employees in each group or division, together with the rates of compensation on Aug. 1, 1913, are shown in the following statement:—

Chairman,	1 at \$3,000.00 yr.
Commissioners,	2 at 15.00 day
I. Clerk,	1 at 1,500.00 yr.
Stenographer,	1 at 85.00 mo.
"	1 at 75.00 mo.
Stenographer (temporary employee),	1 at 50.00 mo.
II. Biologist,	1 at 1,500.00 yr.
Assistant biologist (temporary employee),	1 at 85.00 mo.
" " " "	1 at 50.00 mo.
Laborer (temporary),	1 at 80.00 mo.
" " " "	1 at 50.00 mo.
III. Division for enforcement of law:—	
Chief deputy,	1 at 1,500.00 yr.
Deputy commissioners:—	
1. Andover,	1 at 1,200.00 yr.
Andover (temporary employee),	1 at 2.50 day
2. Ayer,	1 at 1,200.00 yr.

¹ When engaged in the work of the commission.

3. Brockton,	1 at \$1,200.00 yr.
4. Cambridge (temporary),	1 at 2.00 day
5. East Boston,	1 at 1,080.00 yr.
6. Easthampton,	1 at 720.00 yr.
7. Edgartown,	1 at 1,080.00 yr.
8. Fitchburg,	1 at 1,200.00 yr.
9. Foxborough,	1 at 1,200.00 yr.
10. Framingham,	1 at 1,200.00 yr.
11. Gardner,	1 at 1,080.00 yr.
12. Gloucester,	1 at 960.00 yr.
13. Greenfield,	1 at 1,200.00 yr.
14. Harwich,	1 at 1,200.00 yr.
15. Lee,	1 at 1,080.00 yr.
16. Lynn,	1 at 1,200.00 yr.
17. Marion,	1 at 1,200.00 yr.
18. Nantucket,	1 at 1,080.00 yr.
19. New Bedford,	1 at 1,200.00 yr.
20. North Adams,	1 at 1,200.00 yr.
21. North Grafton,	1 at 720.00 yr.
22. North Middleborough,	1 at 1,080.00 yr.
23. Palmer,	1 at 1,200.00 yr.
24. Pittsfield,	1 at 1,200.00 yr.
25. Springfield,	1 at 1,200.00 yr.
26. Taunton,	1 at 1,200.00 yr.
27. Ware,	1 at 1,200.00 yr.
28. Westfield,	1 at 840.00 yr.
29. Worcester,	1 at 720.00 yr.

IV. Wilbraham game farm: —

Superintendent (in charge of propagation of game birds),	1 at ¹ 100.00 mo.
Assistant,	1 at 60.00 mo.
Laborer,	1 at .20 hr.
Laborer (temporary),	1 at 55.00 mo.
" "	1 at 50.00 mo.
" "	1 at 2.50 day

V. Sutton hatchery: —

Superintendent (in charge of work of propagating fish and game birds),	1 at ² 100.00 mo.
Fish and game culturist,	1 at 64.00 mo.
Laborer,	1 at 50.00 mo.
Attendant,	1 at ³ 20.00 mo.
Bird culturist (temporary employee),	1 at ³ 30.00 mo.
Laborers (temporary),	2 at .20 hr.
" "	1 at .15 hr.

VI. Palmer hatchery: —

Superintendent (in charge of work of propagation of fish),	1 at ¹ 1,100.00 yr.
Fish culturist,	1 at 60.00 mo.
Laborers (including team) (temporary employees),	2 at .56½ hr.

¹ And house.² And house and barn.³ And board.

	Laborers (temporary),	.	.	.	1 at	\$0.28½ hr.
	"	"	.	.	11 at	.25 hr.
VII.	Sandwich hatchery:—					
	Superintendent (in charge of work of propaga-					
	tion of fish),	.	.	.	1 at	112.00 mo.
	Fish culturists,	.	.	.	1 at	62.00 mo.
	"	"	.	.	2 at	50.00 mo.
	Carpenter (temporary),	.	.	.	1 at	2.75 day
	Laborer (temporary),	.	.	.	1 at	30.00 mo.
VIII.	Adams hatchery:—					
	Superintendent (in charge of hatchery; when					
	there are no fish, receives \$15 a month,					
	and when taking care of fish, receives					
	\$25 a month),	.	.	.	1 at	15.00 mo.
IX.	Hadley hatchery:—					
	Care of hatchery,	.	.	.	1 at	1.00 mo.
X.	Marthas Vineyard reservation:—					
	Superintendent (in charge of work of propa-					
	gating game birds),	.	.	.	1 at	100.00 mo.
	Laborer (temporary),	.	.	.	1 at	40.00 mo.
	"	"	.	.	1 at	30.00 mo.
XI.	Sharon reservation:—					
	Superintendent (in charge of propagation of					
	game birds),	.	.	.	1 at	30.00 mo.

THE STATE BOARD OF EDUCATION.

1. General Information.

(a) The present State Board of Education was established by chapter 457, Acts of 1909, to succeed the then existing Board of Education established in 1837, and to combine with it the Commission on Industrial Education established in 1906.

(b) The office of the Board is at 15 Ashburton Place, Boston.

(c) The total number of officials and employees in the service of the Board July 1, 1914, was 23, not including employees at the State normal schools.

(d) The appropriation for the expenses of the Board for 1914 was \$72,585, — and for general purposes, such as aid to cities and towns, teachers' institutes, etc., \$208,677.49.

2. *Functions, Powers and Duties.*

The Board of Education exercises numerous functions, having complete authority and control over certain matters, and supervisory powers regarding others. Matters over which the Board's authority is complete include the following:—

¹ Of this amount \$12 is allowed for house rent.

² And house.

⁸ And board.

(a) To take and hold in trust for the Commonwealth grants or gifts made for educational purposes.

(b) To manage the State normal schools and the boarding houses connected therewith, and to direct the expenditure of money appropriated for their maintenance. This authority includes power to direct the policy, methods and scope of courses, the appointment of new teachers, the determination of salaries, and the making of estimates for the annual budget. The Board is also authorized to make arrangements with cities and towns in the vicinity of normal schools for the maintenance of practice schools in such towns in connection with the normal schools, and to provide for paying a part of the compensation of teachers employed in such schools. (For information concerning normal schools, see table, page 246.)

(c) To conduct teachers' institutes, and to approve grants of State aid to county teachers' associations and to the Massachusetts Teachers' Association.

(d) To approve the establishment of superintendency unions, to issue certificates to persons found qualified to serve as superintendents in such unions, to prevent dissolution of a union when such dissolution appears undesirable, and under certain conditions to form or readjust unions, and to approve or disapprove the action of a joint committee of a union in dismissing a superintendent during his term of three years.

(e) To approve high schools which are to receive aid from the State either as a grant, or as reimbursement to which certain towns are entitled on account of the payment of tuition by them.

(f) To grant certificates to teachers in State-aided high schools, and to require that teachers in such high schools hold proper certificates as a condition of the schools receiving State aid.

(g) To maintain a bureau of information for teachers seeking employment and for school authorities seeking information as to teachers.

(h) To prescribe the form for the school census, prescribe and distribute school registers to all public schools, and to secure statistical returns from school committees.

(i) To provide the material and appliances used in schools for tests of sight and hearing, and to promote medical inspection of schools.

(j) To provide for transportation to school of children living on islands within the Commonwealth, where such islands have no local schools.

(k) To award the State scholarships in the Worcester Polytechnic Institute and the Massachusetts Institute of Technology.

The more important supervisory duties of the Board are: —

(a) To promote the introduction of agricultural, industrial and household arts education, and to supervise and approve, for purposes of reimbursement by the State, schools established for these purposes.

(b) To supervise independent agricultural schools now being established in Bristol and Essex counties, and to pass upon claims for reimbursement by the State to the counties maintaining these schools.

(c) To visit county training schools and to report annually thereon to the General Court.

(d) To approve requests for admission of deaf pupils to certain schools for the deaf in Massachusetts and Connecticut, to supervise the education of such pupils and report to the General Court thereon; also to exercise similar functions as to admission and instruction of pupils in the Massachusetts School for the Blind.

(e) To receive annually reports containing such statistics as it prescribes, from trustees, officers or persons in charge of literary, scientific or professional institutions of learning incorporated, supported or aided by the Commonwealth, and of all reform schools, almshouses or private educational institutions, relative to the number of students and instructors, courses of study, cost of tuition, and the general condition of the institution or school under their charge.

(f) To receive all petitions by colleges for authority to grant degrees, and to transmit these, with its recommendations, to the General Court.

(g) To recommend a person for appointment as one of the trustees of Worcester Polytechnic Institute.

(h) To confer with the State Board of Labor and Industries regarding the employment and educational certificates issued by that Board to qualified minors desiring employment.

(i) To approve the apportionment of the Massachusetts School Fund among the towns eligible to receive it, when satisfied that each of such towns has complied with the laws relating to the public schools.

The powers and duties of the Board of Education are set forth in chapters 39–42, inclusive, of the Revised Laws, but many amendments and additions to these chapters have been

made since their adoption. For some of these, see chapter 213, Acts of 1907; chapter 189, Acts of 1908; chapters 375, 471, 731, Acts of 1911; chapters 566, 587, Acts of 1912.

In addition to its regular work the State Board is frequently requested by the General Court to make special reports on educational questions. In 1913 such reports were submitted on the following subjects: —

- (a) Part-time education (chapter 64, Resolves of 1911).
- (b) A retirement system for public school teachers (chapter 47, Resolves of 1911).
- (c) State aid to public schools (chapter 70, Resolves of 1911).
- (d) Administration of textile schools (chapter 31, Resolves of 1912).
- (e) Establishment of a school for designing silverware and jewelry (chapter 16, Resolves of 1912).
- (f) Administration of schools for the deaf (chapter 31, Resolves of 1912).
- (g) Transportation of certain high school pupils (chapter 39, Resolves of 1912).
- (h) The Boston Normal School (chapter 47, Resolves of 1912).
- (i) Schooling of wards of the State or the city of Boston (chapter 136, Resolves of 1912).

State Normal Schools.

NAME.	Location.	When opened.	Area in Acres.	Total valuation, Nov. 30, 1912.	Number of Pupils enrolled in 1913.	Number employed.	Appropriation for 1914.
Framingham State Normal School,	Lexington,	1839	10.6	\$230,073 37	355	45	\$202,370 00 ¹
	West Newton,	1844					
	Framingham,	1863					
Westfield State Normal School,	Barre,	1839-41	3.2	375,483 45	212	38	40,484 00
	Westfield,	1844					
Bridgewater State Normal School,	Bridgewater,	1940	20.9	555,414 30	375	83	70,226 00
Salem State Normal School,	Salem,	1884	5.0	405,320 02	374	33	49,675 00
Massachusetts Normal Art School,	Boston,	1873	0.36	157,808 79	325	30	52,368 00
Worcester State Normal School,	Worcester,	1874	4.3	206,424 17	225	35	52,410 00
Fitchburg State Normal School,	Fitchburg,	1895	16.0	476,850 68	271	39	59,895 00
North Adams State Normal School,	North Adams,	1897	7.0 ²	306,317 21	203 ³	43	45,581 00
Hyannis State Normal School,	Hyannis,	1897	13.3	147,283 21	56 ⁴	25	28,887 00
Lowell State Normal School,	Lowell,	1897	3.3	262,751 90	156	43	61,959 90 ⁵

¹Includes \$145,000 for new dormitory and other improvements.²Two and one-half of which are leased for a nominal sum from the city of North Adams.³Including 184 in the regular course; 18 short-residents; 63 in correspondence course.⁴Three hundred summer school pupils and 48 summer employees.⁵Includes \$28,732.99 for improvements.

3. *Control and Direction.*

Control and direction over this department and over the State normal schools are vested in the Board of Education itself. The Board consists of nine persons, appointed by the Governor, with the consent of the Council. Three members of the Board are appointed each year for terms of three years. The names and addresses of the present members of the Board, with the dates of expiration of their several terms, are: —

Frederick P. Fish, *Chairman*, Boston, May, 1916.
 Miss Sarah L. Arnold, Newton Centre, May, 1915.
 Mrs. Ella Lyman Cabot, Boston, May, 1916.
 Simeon B. Chase, Fall River, May, 1915.
 Jeremiah E. Burke, Boston, May, 1917.
 Thomas B. Fitzpatrick, Boston, May, 1917.
 Frederick W. Hamilton, Cambridge, May, 1916.
 Paul H. Hanus,¹ Cambridge, May, 1914.
 Clinton Q. Richmond, North Adams, May, 1915.

The Board meets regularly every month, with additional special meetings as occasion requires. Committees of the Board hold such meetings as their work makes necessary. At the meeting of the Board the Commissioner of Education submits various reports and statements. He also submits an annual report, material from which is used in preparing the Board's annual report to the General Court.

4. *Management.*

The management and immediate charge of the department are vested in a Commissioner of Education, who is appointed by the Board for a term of five years, at a salary of \$6,500 per annum. The present commissioner is Dr. David Snedden.

Under the Board's direction the commissioner organizes the work of the staff, and exercises supervision over all activities of the department. He represents the Board in visiting institutions to whose support the State contributes, at hearings on proposed legislation, and in directing investigations ordered by the General Court. He supervises the methods, policy and scope of the normal school training courses and the personnel of the instructing force, the appointment of new teachers, the determination of salaries and the estimate for the annual budget.

¹ Successor not appointed on Nov. 1, 1914.

In connection with normal school expenditures, the purchase of supplies, and the oversight of construction, equipment and repairs of normal school buildings he is assisted by the business agent of the Board.

He is required to suggest to the Board and the General Court improvements in the present system of public schools, and to visit different parts of the Commonwealth "for the purpose of arousing and guiding public sentiment in relation to the practical interests of education."

The Commissioner of Education and the Treasurer of the Commonwealth are the commissioners to invest, manage and distribute the income of the Massachusetts School Fund, which amounts to \$5,000,000, and produces an annual income of from \$230,000 to \$238,000. The commissioner is also, *ex officio*, a trustee of the Massachusetts Institute of Technology, the Massachusetts Agricultural College and the Lowell Textile School, a member of the Teachers' Retirement Board, and a trustee of the Museum of Fine Arts of the city of Boston.

A deputy commissioner and second deputy commissioner are appointed by the Board, on recommendation of the commissioner, for such terms as the Board may fix.

The first deputy commissioner supervises the work of schools in towns belonging to superintendency unions which are aided by the Commonwealth through allotment from the Massachusetts School Fund or by grants for high school aid or for aid of the union itself. He has charge of the certification of superintendents and of teachers in State-aided high schools, the bureau of registration for teachers, the conduct of teachers' institutes and the approval of high schools. He also has charge of the admission of pupils to the normal schools, in connection with which he prepares examination questions and carries on related correspondence; he directs the collection of school statistics and the compilation of such as are used in the annual report, also the distribution of census blanks and of school registers. The following agents assist him in his duties:—

An agent employed as inspector of high schools.

An agent employed as inspector of rural schools.

An agent in charge of the registration and certification of teachers.

To the second deputy commissioner are assigned matters relating to the supervision and direction of industrial, agricultural and household arts education. This deputy is assisted by

an agent for industrial schools, an agent for agricultural schools and an agent for household arts schools.

The commissioner, or either of the deputy commissioners, may be removed at any time by vote of six members of the Board.

In addition to the commissioner, deputies and agents already mentioned the Board employs a business agent and a director of art education.

The business agent reports direct to the commissioner. He exercises a general supervision over the care of normal school buildings, the erection of new buildings, the purchase of supplies for normal schools and the Board's office, accounting methods, etc.

The director of art education is required to supervise courses of elementary art instruction in the State normal schools; to visit cities and towns required by law to maintain classes in industrial drawing, inspect the work done, and advise school committees, directors and teachers of drawing; to prepare reports, outlines, bulletins and other material designed to aid in promoting education in industrial art throughout the State. He gives part of his time to this work, the remainder being occupied by his duties as principal of the Normal Art School.

5. *Organization, Classes of Officials and Employees and Rates of Compensation.*

The agents and employees in the office¹ of the Board are organized in five main groups or divisions, the person in charge of each being directly responsible to the Commissioner of Education as shown in the following outline:—

Commissioner of Education,	1
I. General office,	6
II. First deputy commissioner, agents, etc.,	7
III. Second deputy commissioner, agents, etc.,	6
IV. Business agent,	1
V. Director of art education,	1
<hr/>	
Total number of officials and employees,	22

The classes of agents and employees, together with their rates of compensation on Aug. 1, 1913, are shown in the following statement:—

¹ For officials and employees at normal schools, see statements regarding the individual schools.

Commissioner of Education,	1 at \$6,500.00 yr.
I. General office:—	
First clerk,	1 at 1,500.00 yr.
Second clerk,	1 at 1,100.00 yr.
Third clerk,	1 at 1,200.00 yr.
File clerk,	1 at 600.00 yr.
Stenographer-clerk,	1 at 780.00 yr.
Messenger,	1 at 312.00 yr.
II. First deputy commissioner,	1 at 4,500.00 yr.
Agents,	3 at 2,500.00 yr.
Stenographer-clerk,	1 at 1,000.00 yr.
" "	1 at 780.00 yr.
Stenographer-clerk (temporary),	1 at 15 00 wk.
III. Second deputy commissioner,	1 at 4,000.00 yr.
Agents,	2 at 3,500.00 yr.
" "	1 at 1,500.00 yr.
Stenographer-clerk,	1 at 1,000.00 yr.
" "	1 at 840 00 yr.
IV. Business agent,	1 at 2,500.00 yr.
V. Director of art education, ¹	1 at 1,500.00 yr.

A. STATE NORMAL SCHOOL AT FRAMINGHAM.

1. *Functions and General Information.*

(a) The functions of the State Normal School at Framingham are to prepare its students for teaching the first six grades of the public schools, and for service as dietitians in private schools and institutions and as instructors in such schools as give courses in household arts. Two dormitories for the students are maintained in connection with the normal school.

In addition to the regular normal school classes, a so-called "training school" is conducted in the normal school building. This school is attended by children eligible to attend the public schools of the town of Framingham and is supported in part by the State and in part by the town. Students at the normal school attend the training school for the purpose of receiving practical instruction in the art of teaching. The normal school was established in July, 1839, at Lexington, transferred in 1844 to West Newton, and in 1853 to Framingham.

(b) Located in Framingham.

(c) Land area is approximately 10.6 acres.

(d) Valuation of land, buildings and fixtures (as shown in Auditor's report for 1913) was \$230,073.37.

(e) Number of students enrolled in 1913 was 355.

¹ Also principal of Normal Art School, at a salary of \$3,500 a year.

The accommodations for teaching students are utilized to capacity. The dormitories have accommodations for 87 students.

(f) Number of officials and employees, July 1, 1914, was 45.

(g) Appropriation for expenses for 1914 was \$202,370 (including \$145,000 for a new dormitory and other improvements).

2. *Control and Direction.*

The State Board of Education exercises control and direction over this and all other State normal schools, as is described on page 243 preceding.

3. *Management.*

The management and immediate charge of the normal school are vested in the principal, who is elected by the State Board of Education and serves "at the will of the board." The present principal is Mr. Henry Whittemore, whose salary is \$3,000 per annum. In addition to his salary, the principal is given board and lodging in the dormitory.

The teachers in the normal school proper (as distinguished from the training school) are elected by the State Board of Education upon the recommendation of the principal of the normal school. The teachers of the training school are elected by the school committee of Framingham upon nomination by the State Board of Education and the recommendation of the principal of the normal school.

The matron of the boarding halls is chosen by the State Board of Education upon the recommendation of the principal. She is directly responsible to the principal and through him to the State Board of Education. The matron has general charge of the dormitories, including the purchase of materials and food, the accounting for the same, the employment of domestic help for the dormitories, and general oversight of the conduct of the students in the dormitories. Methods of purchase are, however, regulated in part by the Board of Education through its business agent.

4. *Organization, Classes of Officials and Employees and Rates of Compensation.*

The officials and employees of the normal school are organized into six main groups or divisions, each of which is directly responsible to the principal. The names of these groups or

divisions, with the number of officials and employees in each group on Aug. 1, 1913, are given in the following outline: —

Principal in charge of whole institution,	1
I. Office,	2
II. Normal school instructors,	19
III. Training school,	11
IV. Boarding halls,	4
V. Engineer and assistants,	4
VI. Janitor and laborers,	10
Total number of officials and employees,	51

The classes of officials and employees in each main group or division, together with their rates of compensation on Aug. 1, 1913, are shown in the following statement: —

Principal in charge of whole institution,	1 at \$3,000.00 yr.
I. Office: —	
Clerk and bookkeeper,	1 at 1,000.00 yr.
Clerk (temporary employee),	1 at .15 hr.
II. Normal school instructors: —	
Principal: ¹ —	
Teachers,	1 at 2,500.00 yr.
"	1 at 2,200.00 yr.
"	1 at 2,050.00 yr.
"	1 at 1,600.00 yr.
"	3 at 1,200.00 yr.
"	5 at 1,000.00 yr.
Assistant teacher,	1 at 900.00 yr.
Teachers,	2 at 600.00 yr.
Assistant teachers,	3 at 600.00 yr.
Teacher,	1 at 500.00 yr.
III. Training school: ² —	
Principal,	1 at 1,400.00 yr.
Assistant principal,	1 at 800.00 yr.
Teachers,	3 at 800.00 yr.
Teacher (town, \$400; State, \$425),	1 at 825.00 yr.
Teachers (town, \$400; State, \$400),	5 at 800.00 yr.
IV. Boarding halls: —	
Matron, Crocker Hall,	1 at 750.00 yr.
Matron, Normal Hall,	1 at 450.00 yr.
Maid, ³	1 at 6.00 wk.
General laborer,	1 at 700.00 yr.
Two janitors at Wells Hall (reported under No. VI.) also serve as mail carriers for boarding hall, at \$1.50 and \$1 a month.	

¹ The principal is in immediate charge of normal school instructors in addition to having general charge of the whole institution.

² Control over training school is divided between State and town authorities.

³ Receives \$6 a week during summer. When school is in session, works as cook at \$9.75 per week.

V. Engineer,	1 at \$1,150.00 yr.
Assistant engineer,	1 at 850.00 yr.
" "	1 at 720.00 yr.
Fireman and watchman,	1 at 720.00 yr.
VI. Janitor and laborer,	1 at 805.00 yr.
Janitors at Wells Hall (also employed as mail carriers and as general repair men at \$1.75 and \$1.25 a day),	2 at 125.00 yr.
General laborers (temporary employees),	1 at 2.25 day
" " " " "	2 at 2.00 day
Carpenter (temporary employee),	1 at 3.50 day
General repair man (temporary employee),	1 at 2.00 day
" " " " "	1 at 1.60 day
" " " " "	1 at 1.15 day

B. STATE NORMAL SCHOOL AT WESTFIELD.

1. *Functions and General Information.*

(a) The function of the State Normal School at Westfield is to prepare its students for teaching the first six grades of the public schools. A dormitory is maintained for the students in connection with the normal school.

In addition to the normal school, the State owns and maintains a training school which is attended by school children of Westfield and which provides an opportunity for normal school students to receive practical instruction in teaching.

Three rooms in the normal school building are also used for training school purposes. The training school is under the joint control of the principal of the normal school and the superintendent of the town schools. The normal school was established on Sept. 4, 1839, at Barre, was suspended in 1841, and reopened in 1844 at Westfield.

(b) Located in Westfield.

(c) Land area is approximately 3.2 acres.

(d) Valuation of land, buildings and fixtures (as shown in Auditor's report for 1913) was \$375,483.45.

(e) Number of students enrolled in 1913 was 212. The school has regular accommodation for teaching 175 students, and the dormitory has accommodation for 70.

(f) Number of officials and employees on July 1, 1914, was 38.

(g) Appropriation for expenses for 1914 was \$40,584.

2. *Control and Direction.*

The State Board of Education exercises control and direction over this and all other State normal schools, as is described on page 243 preceding.

3. *Management.*

The management and immediate charge of the normal school are vested in the principal, who is elected by the State Board of Education and serves during its pleasure. The principal at the present time is Mr. Clarence A. Brodeur, whose salary is \$3,250.

The teachers in the normal school are nominated by the principal, confirmed by the commissioner of education and elected by the State Board of Education to serve during its pleasure.

Teachers in the training school are nominated by the principal and elected by the school committee of the town of Westfield. Contracts run for one year, but may be broken at any time during the year for cause.

The matron and help at the dormitory, janitors and other employees are hired by the principal, or at his direction, and may be discharged by him at any time.

4. *Organization, Classes of Officials and Employees and Rates of Compensation.*

The officials and employees of the normal school are organized into five main groups or divisions, each of which is directly responsible to the principal. The names of these groups or divisions, with the number of officials and employees in each group on Aug. 1, 1913, are given in the following outline: —

Principal in charge of whole institution,	1
I. Clerk,	1
II. Normal school instructors,	10
III. Training school,	14
IV. Dickinson Hall,	4
V. Janitors,	5
<hr/>	
Total number of officials and employees,	35

The classes of officials and employees in each main group or division, together with the rates of compensation on Aug. 1, 1913, are shown in the following statement: —

Principal,	1 at \$3,250.00 yr.
I. Clerk,	1 at 700.00 yr.
II. Normal school instructors: —	
Principal: ¹ —	
Teachers,	1 at 2,200.00 yr.
"	1 at 1,800.00 yr.
"	2 at 1,700.00 yr.
"	2 at 1,200.00 yr.
"	1 at 1,100.00 yr.
Teacher (employed one day a week — music),	1 at 300.00 yr.
Teacher,	1 at 3.50 day
Pianist for gymnastic work,	1 at .50 hr.
III. Training school: ² —	
Principal (town, \$1,400; State, \$300),	1 at 1,700.00 yr.
Teachers,	1 at 900.00 yr.
"	4 at 820.00 yr.
Teachers (town, \$580; State, \$240),	2 at 820.00 yr.
Teachers (town, \$520; State, \$300),	4 at 820.00 yr.
Teachers (town, \$540; State, \$280),	2 at 820.00 yr.
IV. Dickinson Hall: ³ —	
Matron,	1 at 400.00 yr.
Assistant matron,	1 at 300.00 yr.
Laundress,	1 at 1.50 day
Waitress,	1 at 4.00 wk.
V. Janitor and chief engineer,	
Janitor at Dickinson Hall,	1 at 800.00 yr.
Janitor at normal school,	1 at 720.00 yr.
Assistant janitor at normal school,	1 at 8.60 wk.
Janitor at training school,	1 at 650.00 yr.

C. STATE NORMAL SCHOOL AT BRIDGEWATER.

1. *Functions and General Information.*

(a) The function of the State Normal School at Bridgewater is to train its students for teaching in the public schools below the high school. In conjunction with the town of Bridgewater, a model or training school, consisting of nine grades and a kindergarten, is conducted, thereby giving the normal school students an opportunity for observation, child study and practice in teaching.

The normal school carries on an apprenticeship system whereby students during a portion of their course act as assistants in the schools of neighboring cities and towns. Dormitories for the

¹ The principal is in immediate charge of the normal school instructors in addition to having general charge of the whole institution.

² Control over training school is divided between State and town authorities.

³ During the school session, additional help is employed at Dickinson Hall.

students are maintained in connection with the normal school. The school was established in 1840.

(b) Located in Bridgewater, Mass.

(c) Land area is approximately 20.9 acres.

(d) Valuation of land, buildings and fixtures (as shown in Auditor's report for 1913) was \$555,414.30.

(e) Number of students enrolled in 1913 was 375. The institution has accommodations for teaching a larger number of students than is now enrolled. The dormitories have accommodations for 236 students.

(f) Number of officials and employees July 1, 1914, was 83.

(g) Appropriation for expenses for 1914 was \$70,226.

2. *Control and Direction.*

The State Board of Education exercises control and direction over this and all other State normal schools, as is described on page 243 preceding.

3. *Management.*

The management and immediate charge of the normal school are vested in the principal, who is appointed by the State Board of Education, and serves "during the pleasure of the board." The present principal is Mr. Arthur C. Boyden, whose salary is \$3,500 per annum.

All teachers and employees other than the teachers in the training school are appointed by the Board of Education upon the recommendation of the principal of the normal school. The training school teachers are appointed by the local school authorities upon recommendation of the normal school principal.

The dean of the dormitories has general superintendence of the work in the "residence halls," including the employment of laundry and domestic service, purchase of supplies, and maintenance of order and discipline in the dormitories. Methods of purchase are, however, determined to some extent by the State Board of Education, acting through its business agent.

4. *Organization, Classes of Officials and Employees and Rates of Compensation.*

The officials and employees of the normal school are organized into eight main groups or divisions, each of which is directly responsible to the principal. The names of these groups or

divisions, with the number of officials and employees in each group on Aug. 1, 1913, are given in the following outline:—

Principal in charge of whole institution,	1
I. Office,	2
II. Normal school instructors,	20
III. Training school,	13
IV. Residence halls,	36
V. Engineer and assistants,	4
VI. Janitor and assistant,	2
VII. Watchman,	1
VIII. Superintendent of grounds and gymnasium, and assistants,	13
<hr/>	
Total number of officials and employees,	92

The classes of officials and employees in each main group or division, together with the rates of compensation as reported on Aug. 1, 1913, are shown in the following statement:—

Principal in charge of whole institution,	1 at \$3,500.00 yr.
I. Office:—	
Clerk, ¹	1 at 1,200.00 yr.
Assistant clerk, ¹	1 at 300.00 yr.
II. Normal school instructors:—	
Principal: ² —	
Instructor and principal emeritus,	1 at 2,500.00 yr.
Instructors,	3 at 2,200.00 yr.
"	2 at 2,000.00 yr.
"	1 at 1,600.00 yr.
"	2 at 1,500.00 yr.
"	3 at 1,200.00 yr.
"	1 at 1,100.00 yr.
Instructor (employed two days a week),	1 at 1,000.00 yr.
Instructors,	1 at 1,000.00 yr.
"	2 at 600.00 yr.
"	1 at 550.00 yr.
Instructor (employed one day a week),	1 at 450.00 yr.
Assistant in drawing (employed part time),	1 at 5.00 wk.
III. Training school: ³ —	
Principal and teacher (town, \$1,000; State, \$1,000),	1 at 2,000.00 yr.
Teacher (town, \$380; State, \$520),	1 at 900.00 yr.
Teachers (town, \$380; State, \$470),	4 at 850.00 yr.
Teachers (town, \$342; State, \$508),	4 at 850.00 yr.
Teachers (town, \$342; State, \$658),	2 at 1,000.00 yr.
Teacher (town, \$342; State, \$258),	1 at 600.00 yr.

¹ Room and table board furnished in addition to salary.

² The principal is in immediate charge of the normal school instructors, in addition to having general charge of the whole institution.

³ Control over training schools is divided between State and town authorities.

IV. Residence halls (three buildings):¹—

Dean,	1 at	\$800.00 yr.
A. Steward,	1 at	540.00 yr.
B. Nurse,	1 at	540.00 yr.
C. Matron,	1 at	600.00 yr.
Cook,	1 at	35.00 mo.
“	1 at	25.00 mo.
Assistant cooks,	2 at	20.00 mo.
Kitchenmaid,	1 at	19.00 mo.
“	1 at	18.00 mo.
Maids to care for halls,	4 at	18.00 mo.
Head waitress,	1 at	22.00 mo.
Waitresses,	1 at	20.00 mo.
“	2 at	18.00 mo.
“	7 at	17.00 mo.
“	1 at	16.00 mo.
Pantry maid,	1 at	18.00 mo.
Head laundress,	1 at	28.00 mo.
Laundresses,	3 at	20.00 mo.
Night watchwoman,	1 at	25.00 mo.
Maid for cleaning (temporary),	1 at	25.00 mo.
Maid for cleaning (temporary),	1 at	.25 hr.
Maid for cleaning (temporary),	1 at	.20 hr.
Seamstress (temporary employee),	1 at	.20 hr.
V. Engineer,	1 at	1,300.00 yr.
Assistant engineer,	1 at	720.00 yr.
Fireman,	1 at	720.00 yr.
Assistant fireman,	1 at	624.00 yr.
VI. Janitor,	1 at	975.00 yr.
Assistant janitor,	1 at	420.00 yr.
VII. Watchman,	1 at	800.00 yr.
VIII. Superintendent of grounds and gymnasium,	1 at	900.00 yr.
Laborer,	1 at	720.00 yr.
Laborers (temporary employees),	9 at	.25 hr.
Carpenter (temporary employee),	1 at	3.25 day
Assistant in garden (temporary employee),	1 at	3.50 day

D. STATE NORMAL SCHOOL AT SALEM.

1. *Functions and General Information.*

(a) The function of the State Normal School at Salem is to prepare its students for teaching in the elementary schools and in the commercial departments of high schools. As one of the means of preparing teachers, the institution undertakes the education of about 500 children in the elementary grades, from the kindergarten to the eighth grade, inclusive, in the Salem training school, which is connected with the normal school, and in an ungraded school in Marblehead. The normal school was established in 1854.

¹ All employees at residence halls receive board and lodging in addition to salaries.

- (b) Located in Salem.
- (c) Land area is 5 acres.
- (d) Valuation of land, buildings and fixtures (as shown in Auditor's report for 1913) was \$405,320.02.
- (e) Number of students enrolled in 1913 was 374. The present accommodations for teaching students are fully utilized.
- (f) Number of officials and employees on July 1, 1914, was 33.
- (g) Appropriation for expenses for 1914 was \$49,675.

2. *Control and Direction.*

The State Board of Education exercises control and direction over this and all other State normal schools, as is described on page 243 preceding.

3. *Management.*

The management and immediate charge of the normal school are vested in the principal, who is appointed by the Board of Education, to serve during its pleasure. The present principal is Mr. J. Asbury Pitman, whose salary is \$3,500 per annum.

Subject to the control of the Board of Education, the principal is responsible for the general management of the institution, including repairs and upkeep of the plant, purchase of supplies and the direction of the work.

The teachers and other employees of the normal school and the principal of the training school are nominated by the principal and are elected by the Board of Education. The teachers in the training school are appointed by the local school authorities upon the recommendation of the principal of the normal school.

4. *Organization, Classes of Officials and Employees and Rates of Compensation.*

The officials and employees of the normal school are organized into five main groups or divisions, each of which is directly responsible to the principal. The names of these groups or divisions, with the number of officials and employees in each group on Aug. 1, 1913, are given in the following outline: —

Principal in charge of whole institution,	1
I. Secretary and clerk,	1
II. Normal school instructors,	16
III. Training school,	16
IV. Engineer and fireman,	2
V. Janitors,	2
<hr/>	
Total number of officials and employees,	38

The classes of officials and employees in each main group or division, together with the rates of compensation on Aug. 1, 1913, are shown in the following statement:—

Principal in charge of whole institution,	1 at \$3,500.00 yr.
I. Secretary and clerk (in addition to annual salary receives \$8 per week for 4 to 7 weeks during summer),	1 at 1,100.00 yr.
II. Normal school instructors:—	
Principal: ¹ —	
Teacher,	1 at 2,500.00 yr.
Teacher (also receives \$200 per year for book-keeping),	1 at 2,300.00 yr.
Teachers,	2 at 2,300.00 yr.
"	1 at 1,300.00 yr.
"	4 at 1,200.00 yr.
"	1 at 1,150.00 yr.
"	1 at 1,100.00 yr.
"	4 at 1,000.00 yr.
"	1 at 500.00 yr.
III. Training schools, including school at Marblehead: ² —	
Principal ³ (city, \$1,333; State, \$967),	1 at 2,300.00 yr.
Teacher (State, \$1,300),	1 at 1,300.00 yr.
Teacher (city, \$500; State, \$600),	1 at 1,100.00 yr.
Teachers (city, \$500; State, \$300),	9 at 800.00 yr.
Teacher, temporary (city, \$500; State, \$300),	1 at 800.00 yr.
Teacher (city, \$500; State, \$250),	1 at 750.00 yr.
Teacher (city, \$500; State, \$200),	1 at 700.00 yr.
Teacher (city, \$500; State, \$150),	1 at 650.00 yr.
IV. Engineer,	1 at 1,200.00 yr.
Fireman,	1 at 750.00 yr.
V. Janitor,	1 at 750.00 yr.
Assistant janitor,	1 at 10.00 wk.

E. MASSACHUSETTS NORMAL ART SCHOOL.

1. Functions and General Information.

(a) The Massachusetts Normal Art School was established by chapters 47 and 61, Resolves of 1873. The first class entered Nov. 11, 1873. It is intended to train teachers of art subjects in the public schools and to give instruction in industrial art for use in manufacturing industries.

(b) The school is now located at the corner of Exeter and

¹ The principal is in immediate charge of the normal school instructors, in addition to having general charge of the whole institution.

² Control over training schools is divided between State and local authorities. The city of Salem now reimburses the State for a portion of the training school expenses on the basis of cost per pupil, and the State pays the full salaries of training school teachers.

³ Also teaches in normal school.

Newbury streets, Boston. By chapter 781, Acts of 1914, provision is made for the acquisition of a new site and the construction of new buildings.

(c) It occupies a land area of 15,568 square feet.

(d) The valuation of the land, buildings and fixtures on Nov. 30, 1913, was \$157,805.79.

(e) The number of students enrolled in regular classes during the year 1912-13 was 325, — in evening classes, 96.

(f) The number of officials and employees on July 1, 1914, was 30.

(g) The appropriation for the expenses of the school in 1914 was \$52,363. An appropriation of \$150,000 was also made for the purchase of a new site.

2. *Control and Direction.*

The State Board of Education controls and directs this and all other State normal schools, as described on page 243 preceding.

3. *Management.*

Management and immediate charge of the Normal Art School are vested in the Director of Art Education for Massachusetts, who acts as principal of the school. He is elected by the State Board of Education and serves at its pleasure. From the appropriation for the school he receives an annual salary of \$3,500, and from the appropriation for the Board of Education, an annual salary of \$1,500. He recommends to the Commissioner of Education all appointments and dismissals, these recommendations being submitted by the commissioner to the State Board. The present director of art education is Mr. James Frederick Hopkins.

Instruction work in the school is divided into several departments, each specializing in some particular line. Teaching in each department is directed by an instructor in charge of that department, but as many of the courses of study are similar, especially during the first two years, a considerable proportion of the instructors teach in two or more departments, and thus come immediately under the direction of instructors in charge of several different branches.

4. *Classes of Officials and Employees and Rates of Compensation.*

The instructors and other employees at the Normal Art School may be considered as divided into three classes, though such a division is somewhat arbitrary. No one person is respon-

sible for any class of employees as a whole, a large proportion of those in each class being directly responsible to the principal. The titles of the officials and employees in each class, with their rates of compensation on Aug. 1, 1913, are shown in the following statement:—

Director of art education (acting as principal), ¹		1 at \$3,500.00 yr.
I.	{ Preceptress,	1 at 800.00 yr.
	{ Assistant curator (temporary),	1 at 10.00 wk.
	{ School physician,	1 at 200.00 yr.
II. Instructors:—		
A. Instructor in charge of courses in applied arts in public schools,		
		1 at 1,900.00 yr.
B. Instructor in charge of courses in applied design,		
		1 at 1,500.00 yr.
C. Instructor in charge of courses in modeling and sculpture,		
		1 at 1,600.00 yr.
D. Instructor in charge of courses in drawing and painting,		
		1 at 2,000.00 yr.
Instructor in modeling and casting,		
		1 at 1,500.00 yr.
Instructor in drawing, color and artistic anatomy,		
		1 at 1,800.00 yr.
Instructor in drawing and color and lecturer in history of art, ²		
		1 at 1,800.00 yr.
Instructor in drawing and color,		
		1 at 1,600.00 yr.
Instructor in freehand drawing,		
		1 at 1,600.00 yr.
Instructor in drawing and composition,		
		1 at 1,500.00 yr.
Instructor in water color,		
		1 at 1,500.00 yr.
Instructor in drawing and charcoal values,		
		1 at 1,200.00 yr.
Instructor in designing (also acting as curator),		
		1 at 1,500.00 yr.
Instructor in business forms and commercial English (also acting as secretary),		
		1 at 1,000.00 yr.
Critic teacher,		
		1 at 800.00 yr.
E. Instructor in charge of courses in mechanical drafting,		
		1 at 2,300.00 yr.
F. Instructor in charge of courses in architectural drafting,		
		1 at 1,000.00 yr.
G. Instructor in charge of courses in wood-working,		
		1 at 1,600.00 yr.
H. Instructor in charge of courses in metal work and jewelry,		
		1 at 1,500.00 yr.
I. Instructor in charge of courses in lithographing and engraving (principal emeritus),		
		1 at 2,500.00 yr.
III.	{ Janitor,	1 at 1,000.00 yr.
	{ Fireman,	1 at 900.00 yr.

¹ In addition to salary of \$3,500 paid from the appropriation for the Normal Art School, he receives \$1,500 from appropriation for expenses of State Board of Education.

² \$200 of salary paid for lectures.

F. STATE NORMAL SCHOOL AT WORCESTER.

1. *Functions and General Information.*

(a) The functions of the State Normal School at Worcester are (1) to prepare its students for teaching any of the first six grades of the public schools; (2) to train its students for teaching in rural schools; (3) to give training in playground supervision; (4) to train kindergarten teachers; (5) to maintain jointly with the city a practice school of elementary grade for the observation and training of normal school pupils; and (6) to conduct a system of apprenticeship in the city schools of Worcester, as a part of the training course. A small dormitory for students is maintained in connection with the normal school. The normal school was established Sept. 15, 1874.

(b) Located on Normal Street, Worcester, Mass.

(c) Land area is 4.3 acres.

(d) Valuation of land, buildings and fixtures (as shown in Auditor's report for 1913) was \$206,424.17.

(e) Number of students enrolled in 1913 was 225. The institution has accommodations for teaching a slightly larger number of students than was enrolled for 1913. The dormitory has accommodations for 14 students.

(f) Number of officials and employees on July 1, 1914, was 35.

(g) Appropriation for expenses for 1914 was \$52,410 (including \$10,000 for improvements).

2. *Control and Direction.*

The State Board of Education exercises control and direction over this and all other State normal schools, as is described on page 243 preceding.

3. *Management.*

The management and immediate charge of the normal school are vested in the principal, who is appointed by the State Board of Education to hold office during the pleasure of the Board. The present principal is Mr. William B. Aspinwall, whose salary is \$3,000 per annum.

The principal has immediate and personal management of the normal school as regards courses of study; the business management of both the school and the dormitory; the purchasing of supplies; the making of repairs; and the expenditure of appropriations. In the purchase of supplies and making repairs,

however, the State Board of Education exercises partial control through its business agent.

The teachers of the normal school are appointed by the State Board of Education on nomination of the principal, and the teachers in the training school by the city school authorities upon the recommendation of the principal of the normal school.

4. *Organization, Classes of Officials and Employees and Rates of Compensation.*

The officials and employees of the normal school are organized into six main groups or divisions, each of which is directly responsible to the principal. The names of these groups or divisions, with the number of officials and employees in each group on Aug. 1, 1913, are given in the following outline: —

Principal in charge of whole institution,	1
I. Office,	2
II. Medical examiner,	1
III. Normal school instructors,	14
IV. Training school,	13
V. Dormitory,	2
VI. Janitor and assistants,	3
<hr/>	
Total number of officials and employees,	36

The classes of officials and employees in each main group or division, together with the rates of compensation on Aug. 1, 1913, are shown in the following statement: —

Principal in charge of whole institution,	1 at \$3,000.00 yr.
I. Office: —	
Stenographer and bookkeeper,	1 at 900.00 yr.
Stenographer and assistant librarian,	1 at 600.00 yr.
II. Medical examiner (employed one month only),	1 at 75.00 yr.
III. Normal school instructors: —	
Principal: ¹ —	
Teachers,	1 at 2,100.00 yr.
"	1 at 2,000.00 yr.
"	1 at 1,900.00 yr.
"	1 at 1,720.00 yr.
"	1 at 1,500.00 yr.
"	1 at 1,300.00 yr.
"	2 at 1,100.00 yr.
"	2 at 1,000.00 yr.
"	2 at 900.00 yr.
"	1 at 480.00 yr.
"	1 at 400.00 yr.

¹ The principal is in immediate charge of normal school instructors in addition to having general charge of the whole institution.

IV. Training school:¹—

Principal (city, \$1,400; State, \$200),	. . .	1 at \$1,600.00 yr.
Teachers (city, \$775; State, \$150),	. . .	2 at 925.00 yr.
Teachers (city, \$750; State, \$150),	. . .	7 at 900.00 yr.
Teachers (city, \$725; State, \$150),	. . .	2 at 875.00 yr.
Teachers (city, \$700; State, \$150),	. . .	1 at 850.00 yr.

V. Dormitory:—

Matron,	. . .	1 at 465.00 yr.
Janitress,	. . .	1 at 600.00 yr.

VI. Janitor and engineer,	. . .	1 at 840.00 yr.
Laborers (temporary employees),	. . .	2 at 10.50 wk.

G. STATE NORMAL SCHOOL AT FITCHBURG.

1. *Functions and General Information.*

(a) The functions of the State Normal School at Fitchburg are (1) to prepare its students to teach the public school grades below the high school; (2) to prepare special teachers of music; and (3) to prepare teachers of practical arts. Two dormitories for the students are maintained in connection with the normal school.

By agreement with the local school authorities, several of the city schools are conducted as a "training school" for normal school students. The "training school" is supported in part by the State and in part by the city and is under the management of the principal of the normal school. The normal school was established July 1, 1895.

(b) Located in Fitchburg, Mass.

(c) Land area is approximately 15 acres.

(d) Valuation of land, buildings and fixtures (as shown in Auditor's report for 1913) was \$476,850.68.

(e) Number of students enrolled in 1913 was 271, which is approximately the present capacity of the school. The dormitories have accommodations for 90 students.

(f) Number of officials and employees, July 1, 1914, was 39.

(g) Appropriation for expenses for 1914 was \$59,895 (including \$7,000 for improvements).

2. *Control and Direction.*

The State Board of Education exercises control and direction over this and all other State normal schools, as is described on page 243 preceding.

¹ Control over training school is divided between State and city authorities.

3. *Management.*

The management and immediate charge of the normal school are vested in the principal who is elected by the State Board of Education and serves "at the pleasure of the board." The present principal is Mr. John G. Thompson, whose salary is \$3,500 per annum.

All employees are appointed by the State Board of Education upon recommendation of the normal school principal and the indorsement of the commissioner of education.

Employees in the training school must be indorsed by the school committee of Fitchburg.

4. *Organization, Classes of Officials and Employees and Rates of Compensation.*

The officials and employees of the normal school are organized into six main groups or divisions, each of which is directly responsible to the principal. The names of these groups or divisions, with the number of officials and employees in each group on Aug. 1, 1913, are given in the following outline: —

Principal in charge of whole institution,	1
I. Clerk and librarian,	1
II. Normal school instructors,	12
III. Training school,	16
IV. Boarding hall,	1
V. Chief engineer and assistants,	3
VI. Night watchman,	1
VII. Mechanics, ¹	—
<hr/>	
Total number of officials and employees,	35

The classes of officials and employees in each main group or division, together with the rates of compensation as reported on Aug. 1, 1913, are shown in the following statement: —

Principal in charge of whole institution,	1 at \$3,500.00 yr.
I. Clerk and librarian (also employed as assistant teacher),	1 at 900.00 yr.
II. Normal school instructors: —	
Principal: ² —	
Assistant teachers,	1 at 2,300.00 yr.
" "	1 at 2,000.00 yr.

¹ Included under No. III.

² The principal is in immediate charge of normal school instructors in addition to having general charge of the whole institution.

Assistant teachers,	1 at \$1,500.00 yr.
"	"	4 at 1,400.00 yr.
"	"	2 at 1,200.00 yr.
"	"	1 at 1,100.00 yr.
"	"	2 at 1,000.00 yr.

Clerk and librarian (reported under No. I.),
also employed as assistant teacher at \$300.

III. Training school:¹ —

Director,	1 at 2,300.00 yr.
Assistant teacher,	1 at 2,000.00 yr.
Assistant teacher, ²	1 at 1,400.00 yr.
Assistant teachers,	3 at 1,200.00 yr.
"	"	1 at 1,100.00 yr.
"	"	5 at 1,000.00 yr.
Assistant teacher, ²	1 at 1,000.00 yr.
Assistant teacher, ²	1 at 800.00 yr.
Assistant teacher,	1 at 700.00 yr.
"	"	1 at 600.00 yr.

IV. Boarding hall:³ —

Matron and housekeeper (home furnished),	1 at 600.00 yr.
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V. Chief engineer and janitor,⁴

Assistant engineer,	1 at 900.00 yr.
Fireman,	1 at 600.00 yr.

VI. Night watchman,

.	1 at 600.00 yr.
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VII. Mechanics (three assistant teachers, reported under No. III., are employed as mechanics at \$200 per year each).

H. STATE NORMAL SCHOOL AT NORTH ADAMS.

1. *Functions and General Information.*

(a) The functions of the State Normal School at North Adams are to prepare its students for teaching the elementary grades and to render assistance to teachers and superintendents in their own schools. A dormitory for the students is maintained in connection with the normal school.

By agreement with the local school authorities, one school in North Adams, Williamstown and Clarksburg is conducted as a "training school" for normal school students. The "training schools" are supported in part by the State and in part by the city and towns, and are under the management of the principal

¹ Control over training school is divided between State and city authorities. The State pays the full salaries of training school teachers, as here shown, and is reimbursed by the city for a sum equivalent to the cost of teaching the children in that school, as computed on a per capita basis.

² Also employed as mechanic (see group No. VII.).

³ Employees at new dormitory opened in September, 1913, not here reported. Additional domestic help employed at boarding hall during school year.

⁴ Part of the janitor work performed by students.

of the normal school. The normal school was established Feb. 1, 1897.

(b) Located in North Adams.

(c) Land area is 7 acres, of which $2\frac{1}{2}$ acres are leased, at a nominal rental, from the city of North Adams.

(d) Valuation of land, buildings and fixtures (as shown in Auditor's report for 1913) was \$306,317.21.

(e) Number of students enrolled in 1913 was 205, — 134 regular course, 18 short-resident course, 53 correspondence course. The school has accommodations for teaching 200 students, and the dormitory has accommodations for 75.

(f) Number of officials and employees, July 1, 1914, was 43.

(g) Appropriation for expenses for 1914 was \$45,581.

2. *Control and Direction.*

The State Board of Education exercises control and direction over this and all other State normal schools, as is described on page 243 preceding.

3. *Management.*

The management and immediate charge of the normal school are vested in the principal, who is elected by the State Board of Education to serve at its pleasure. The present principal is Mr. Frank F. Murdock, whose salary is \$3,250 per annum.

The employees are nominated by the principal and elected or approved by the Board of Education. Teachers may be removed only by the commissioner under the direction of the Board of Education. Other employees, including those in the dormitory, may be removed by the principal, subject to the approval of the commissioner of education.

The matron is in charge of all work in the dormitory, and is also responsible for the conduct of the students while in that building.

4. *Organization, Classes of Officials and Employees and Rates of Compensation.*

The officials and employees of the normal school are organized into seven main groups or divisions, each of which is directly responsible to the principal. The names of these groups or divisions, with the number of officials and employees in each group on Aug. 1, 1913, are given in the following outline: —

Principal in charge of whole institution,	1
I. Office,	2
II. Librarian,	1
III. Normal school instructors,	9
IV. Mark Hopkins Training School,	18
V. Supervisor of rural training schools,	1
A. Briggsville rural training school,	2
B. Bishop rural training school,	1
C. Broad Brook rural training school,	2
VI. Dormitory,	10
VII. Engineer and assistants,	5
<hr/>	
Total number of officials and employees,	52

The classes of officials and employees in each main group or division, together with the rates of compensation on Aug. 1, 1913, are shown in the following statement: —

Principal in charge of whole institution,	1 at \$3,250.00 yr.
I. Office: —	
Bookkeeper,	1 at 625.00 yr.
Clerk,	1 at 625.00 yr.
II. Librarian,	1 at 200.00 yr.
III. Normal school instructors: —	
Principal: ¹ —	
Instructor, ²	1 at 2,200.00 yr.
Instructors,	1 at 1,800.00 yr.
"	1 at 1,450.00 yr.
"	1 at 1,400.00 yr.
"	2 at 1,200.00 yr.
Instructor and supervisor, ³	1 at 1,000.00 yr.
" " "	1 at 467.00 yr.
" " "	1 at 320.00 yr.
IV. Mark Hopkins Training School: ⁴ —	
Principal ² (city, \$900; State, \$540),	1 at 1,440.00 yr.
Instructor (city, \$570; State, \$380),	1 at 950.00 yr.
Instructors (city, \$532; State, \$368),	5 at 900.00 yr.
Instructors (city, \$532; State, \$268),	2 at 800.00 yr.
Instructors (city, \$494; State, \$306),	2 at 800.00 yr.
Instructor (city, \$456; State, \$344),	1 at 800.00 yr.
Instructor (city, \$494; State, \$206),	1 at 700.00 yr.
Instructor (city, \$570; State, \$80),	1 at 650.00 yr.
Instructor (city, \$494; State, \$106),	1 at 600.00 yr.
Instructor (city, \$418; State, \$82),	1 at 500.00 yr.

¹ The principal is in immediate charge of normal school instructors in addition to having general charge of the whole institution.

² Principal of Mark Hopkins Training School and principal of kindergarten also give courses in normal school.

³ Teach in both normal and training schools.

⁴ Control over Mark Hopkins Training School is divided between State and city authorities.

Kindergarten principal ¹ (city, \$532; State, \$649),	1 at \$1,181.00 yr.
Supervisor of home and school gardens (temporary),	1 at 120.00 yr.
V. Supervisor of rural training schools (also in charge of short winter courses and correspondence courses),	1 at 1,500.00 yr.
A. Briggsville rural training school (Clarksburg): ² —	
Instructor (town, \$360; State, \$540),	1 at 900.00 yr.
Instructor (town, \$360; State, \$440),	1 at 800.00 yr.
B. Bishop rural training school (Clarksburg): ² —	
Instructor (town, \$360; State, \$440),	1 at 800.00 yr.
C. Broad Brook rural training school (Williamstown): ² —	
Instructors (town, \$475; State, \$225),	2 at 700.00 yr.
VI. Dormitory: —	
Matron,	1 at 700.00 yr.
Assistant matron,	1 at 200.00 yr.
Houseman,	1 at 12.00 wk.
Cook,	1 at 10.00 wk.
Assistant cook,	1 at 4.00 wk.
Dining room maid,	1 at 4.00 wk.
Hall girl,	1 at 4.25 wk.
Laundresses,	3 at 7.00 wk.
VII. Engineer,	1 at 1,080.00 yr.
Assistant engineer,	1 at 800.00 yr.
Fireman and watchman,	1 at 710.00 yr.
Gardener,	1 at 675.00 yr.
Assistant gardener,	1 at 600.00 yr.

I. STATE NORMAL SCHOOL AT HYANNIS.

1. *Functions and General Information.*

(a) The functions of the State Normal School at Hyannis are, first, to prepare its students for teaching the first nine grades of the public schools, and, second, to provide a summer session and conference for the principals and teachers in State normal schools and in any public schools of the State. A dormitory or boarding hall is maintained for the students.

In addition to the regular normal school classes, a so-called "training school" is conducted in a school building owned by the town during the regular session. This school is attended by children eligible to attend the public schools of the town of

¹ Principal of Mark Hopkins Training School and principal of kindergarten also give courses in normal school.

² Control over rural training schools is divided between State and town authorities. Salaries for teachers in rural training schools as here reported were those paid on Dec. 1, 1913.

³ Control over Mark Hopkins Training School is divided between State and city authorities.

Barnstable and is supported in part by the State and in part by the town. By agreement with the local school authorities, students in the normal school attend the training school for the purpose of receiving practical instruction in the art of teaching. The normal school was established in 1897, and summer sessions commenced in 1898.

(b) Located in the town of Barnstable; post-office address, Hyannis.

(c) Land area is approximately 13.3 acres.

(d) Valuation of land, buildings and fixtures (as shown in Auditor's report for 1913) was \$147,362.21.

(e) Number of students enrolled for regular session in 1913 was 56; number of students enrolled for summer session in 1913 was 300. The institution has accommodations for teaching, during regular session, 100 students, and dormitory accommodations for 62 students.

(f) Number of officials and employees on July 1, 1914, for the regular session was 25, and for the summer session of 1913 was 50; of the latter, 11 were also employed during the regular session of 1913.

(g) Appropriation for expenses of regular and summer sessions during 1914 was \$28,887 (including \$2,000 for improvements).

2. *Control and Direction.*

The State Board of Education exercises control and direction over this and all other State normal schools, as is described on page 243 preceding.

3. *Management.*

The management and immediate charge of the normal school are vested in the principal, who is appointed by the State Board of Education for an indefinite period. The present principal is Mr. William A. Baldwin, whose salary is \$3,250 per annum.

The principal has power to nominate the teachers of the normal school. They are appointed by the State Board of Education. The teachers of the training school are nominated by the principal and are appointed by the school committee of the town of Barnstable.

The matron of the dormitory is nominated by the principal and appointed by the Board of Education. The matron appoints the dormitory help, subject to the approval of the principal.

The engineer, assistant engineer, gardener, secretary and laborers are appointed by the principal.

4. *Organization, Classes of Officials and Employees and Rates of Compensation.*

The regular session of the normal school and the summer session or conference are conducted as wholly distinct undertakings, and a separate organization is provided for each session. Certain individuals, however, are employed in both sessions. The officials and employees for the regular session are organized into five main groups or divisions, and those for the summer session into four groups or divisions. The names of these groups or divisions, with the number of officials and employees in each group on Aug. 1, 1913, are given in the following outlines: —

Regular Session.

Principal in charge,	1
I. Secretary and librarian,	1
II. Normal school instructors,	8
III. Training school,	6
IV. Boarding hall,	2
V. Engineer and assistants,	5
<hr/>	
Total number of officials and employees for regular session, ¹	23

Summer Session.

Principal in charge (also in charge of regular session),	1
I. Office,	2
II. Instructors and assistants,	17
III. Boarding hall,	26
IV. Engineer and assistants,	4
<hr/>	
Total number of officials and employees for summer session, ¹	50

The classes of officials and employees in each main group or division, together with the rates of compensation on Aug. 1, 1913, are shown in the following statement: —

Regular Session.

Principal in charge of whole institution (also serves during summer session),	1 at \$3,250.00 yr.
I. Secretary and librarian (also employed during summer session),	1 at 45.00 mo.
II. Normal school instructors: —	
Principal: ² —	
Instructor (also receives \$350 as instructor in summer session),	1 at 2,500.00 yr.

¹ Of those employed during summer session, 11 are also employed during regular session of 1913. There were, therefore, 60 individuals employed at the Hyannis Normal School.

² The principal is in immediate charge of normal school instructors in addition to having general charge of the whole institution.

Instructor (also receives \$150 as instructor in summer session),	1 at	\$1,200.00 yr.
Instructors,	3 at	1,200.00 yr.
Instructor (also receives \$200 as instructor in summer session),	1 at	400.00 yr.
Instructor (also receives \$125 as instructor in summer session),	1 at	100.00 yr.
Matron of boarding hall (reported under No. IV.) also acts as instructor at \$350 per year.		
Instructor (temporary employee),	1 at	600.00 yr.
III. Training school: ¹ —		
Principal (town, \$665; State, \$580),	1 at	1,245.00 yr.
Teacher ² (town, \$495; State, \$505),	1 at	1,000.00 yr.
Teacher (town, \$495; State, \$355),	1 at	850.00 yr.
Teacher (town, \$467.50; State, \$355),	1 at	822.50 yr.
Teacher (town, \$405; State, \$395),	1 at	800.00 yr.
Teacher (town, \$467.50; State, \$305),	1 at	772.50 yr.
IV. Boarding hall: —		
Matron (also instructor in normal school, board and lodging furnished),	1 at	450.00 yr.
Cook (board and lodging furnished),	1 at	10.00 wk.
Laborer (temporary employee, reported under No. V.), also works part time at boarding hall at 20 cents an hour.		
V. Engineer,		
Assistant engineer,	1 at	1,000.00 yr.
Gardener (general supervision),	1 at	600.00 yr.
Assistant gardener,	1 at	70.00 yr.
Laborer (temporary employee), also works part time at 20 cents an hour in boarding hall,	1 at	.25 hr.
		5.00 wk.

Summer Session.

Principal (also in charge of regular session): —

I. Office: —

Secretary and librarian (also employed during regular session),	1 at	\$0.50 hr.
Assistant clerk (temporary employee),	1 at	.20 hr.

II. Instructors: —

Principal (also in charge of whole institution): —

Instructor (also receives \$2,500 as instructor during regular session),	1 at	350.00 yr.
Instructors,	1 at	300.00 yr.
"	1 at	275.00 yr.
"	2 at	250.00 yr.
"	1 at	212.50 yr.
"	1 at	200.00 yr.
Instructor (also receives \$400 as instructor during regular session),	1 at	200.00 yr.

¹ Control over training school is divided between State and town authorities.

² Also receives \$150 as instructor in summer session.

Instructor,	1 at	\$162.50 yr.
Instructor (also receives \$1,200 as instructor during regular session),	1 at	150.00 yr.
Instructor (also receives \$505 as teacher in training school),	1 at	150.00 yr.
Instructor (also receives \$100 as teacher during regular session),	1 at	125.00 yr.
Assistant instructor,	1 at	50.00 yr.
" "	1 at	35.00 yr.
" "	1 at	25.00 yr.
" "	1 at	10.00 yr.
Assistant instructor (also receives 20 cents or 25 cents an hour as laborer),	1 at	2.40 wk.
III. Boarding hall: ¹ —		
Matron,	1 at	30.00 wk.
Assistant matron,	1 at	8.00 wk.
Cooks,	2 at	15.00 wk.
Assistant cooks,	2 at	8.00 wk.
Kitchenmaid,	1 at	6.00 wk.
Space girl,	1 at	3.00 wk.
Space boy,	1 at	5.00 wk.
Pantry helper,	1 at	7.00 wk.
Head waitress,	1 at	6.00 wk.
Waitresses,	15 at	4.00 wk.
IV. The two engineers and two gardeners, reported with those employed during regular session, work during summer session also. Salaries given above are for all services.		

J. STATE NORMAL SCHOOL AT LOWELL.

1. *Functions and General Information.*

(a) The function of the State Normal School at Lowell is to prepare pupils for teaching the first six grades of the public schools of the State. The school was established on Oct. 4, 1897.

By agreement with the local school authorities, two of the city schools are conducted as "training schools" for normal school students. The "training schools" are supported in part by the State and in part by the city, and are under the management of the principal of the normal school.

(b) Located on Broadway, Lowell, Mass.

(c) Land area, including that covered by buildings, is approximately 3.3 acres.

(d) Valuation of land, buildings and fixtures (as shown in Auditor's report for 1913) was \$262,751.90.

(e) Number of students enrolled in 1913 was 156. The institution has accommodations for teaching 250 students.

¹ All employees in boarding hall receive board and lodging.

(f) Number of officials and employees July 1, 1914, was 43.

(g) Appropriation for expenses for 1914 was \$61,959.99 (including \$25,752.99 for improvements).

2. *Control and Direction.*

The State Board of Education exercises control and direction over this and all other State normal schools, as is described on page 243 preceding.

3. *Management.*

The management and immediate charge of the normal school are vested in the principal, who is elected by the State Board of Education and serves "at the pleasure of the board." The present principal is Mr. Cyrus A. Durgin, whose salary is \$3,250 per annum.

The teachers of the normal school, the supervisor of rural training schools and the principal of the city training school are appointed by the Board of Education, upon the recommendation of the principal of the normal school. The teachers in the training schools are appointed by the local school authorities, upon the recommendation of the principal of the normal school.

The engineer and janitor of the training school are city employees and are not under the jurisdiction of the principal of the normal school.

4. *Organization, Classes of Officials and Employees and Rates of Compensation.*

The officials and employees of the normal school are organized into six main groups or divisions, each of which is directly responsible to the principal. The names of these groups or divisions, with the number of officials and employees in each group on Aug. 1, 1913, are shown in the following outline: —

Principal in charge of whole institution,	1
I. Secretary and librarian,	1
II. Normal school instructors (theory department),	9
III. Training school (city),	18
IV. Supervisor of rural training schools,	1
A. New Moody Street training school,	5
B. Lexington Avenue training school,	1
C. North Tewksbury training school,	1
V. Engineer,	1
VI. Janitor and assistant,	2
<hr/>	
Total number of officials and employees,	40

The classes of officials and employees in each main group or division, together with their rates of compensation on Aug. 1, 1913, are shown in the following statement: —

Principal in charge of whole institution,	1 at \$3,250.00 yr.
I. Secretary and librarian,	1 at 1,050.00 yr.
II. Normal school instructors (theory department): —	
Principal: ¹ —	
Instructors, ²	1 at 2,300.00 yr.
"	1 at 2,000.00 yr.
"	2 at 1,250.00 yr.
"	4 at 1,200.00 yr.
"	1 at 700.00 yr.
III. Training school (city): ³ —	
Principal (city, \$1,700; State, \$500),	1 at 2,200.00 yr.
Teachers (city, \$800; State, \$250),	4 at 1,050.00 yr.
Teachers (city, \$800; State, \$150),	6 at 950.00 yr.
Teacher (city, \$750; State, \$150),	1 at 900.00 yr.
Teachers (city, \$650; State, \$150),	4 at 800.00 yr.
Kindergarten teacher (city, \$600; State, \$75),	1 at 675.00 yr.
Assistant kindergartner (city, \$550; State, \$75),	1 at 625.00 yr.
IV. Supervisor of rural training schools, ²	1 at 2,300.00 yr.
A. New Moody Street training school: ³ —	
Principal (city, \$850; State, \$250),	1 at 1,100.00 yr.
Teachers (city, \$800; State, \$150),	4 at 950.00 yr.
B. Lexington Avenue training school: ³ —	
Teacher (city, \$825; State, \$150),	1 at 975.00 yr.
C. North Tewksbury training school: ³ —	
Teacher (city, \$480; State, \$370),	1 at 850.00 yr.
V. Engineer and electrical repairer,	1 at 1,150.00 yr.
VI. Janitor,	1 at 1,000.00 yr.
Gardener,	1 at 624.00 yr.

MASSACHUSETTS TEACHERS' RETIREMENT BOARD.

1. General Information.

(a) The Massachusetts Teachers' Retirement Board was created by chapter 832, Acts of 1913, but has not yet been fully organized. The first meeting of the *ex-officio* members was held Sept. 11, 1913.

(b) The office of the Board is at Room 616, Ford Building, Boston.

¹ The principal is in immediate charge of normal school instructors in addition to having general charge of the whole institution.

² Supervisor of rural schools one and one-half days; gives course in normal school three and one-half days per week.

³ Control over training schools is divided between State and city authorities.

- (c) The Board had only two employees on July 1, 1914.
- (d) The total appropriation for the expenses of the Board for 1914 was \$41,500.

2. Functions, Powers and Duties.

The Board is authorized by section 4 of chapter 832, Acts of 1913, to manage the retirement system for which the act provides. By paragraphs (3), (4), (5) and (6) the Board is given power —

- (a) To make by-laws and regulations not inconsistent with the provisions of the act.
- (b) To provide for the payment of retirement allowances and such other expenditures as the act requires.
- (c) To adopt for the retirement system one or more mortality tables, and determine what rates of interest shall be established in connection with such tables, and later to modify such tables or prescribe other tables to represent more accurately the expense of the retirement system or to change such rates of interest, and to determine the application of the changes made.
- (d) To perform such other functions as are required for the execution of the provisions of the act.

All teachers (except in the city of Boston, where the act applies only to those in day industrial schools) who enter the service of the public schools for the first time on or after July 1, 1914, thereby become members of the retirement association. With the exception noted, teachers who have entered such service prior to July 1 of this year may become members by making application in writing between July 1 and Sept. 30, 1914; and thereafter by paying an amount equal to the total assessments, together with regular interest thereon, that they would have paid had they joined the retirement association on Sept. 30, 1914.

Each member of the association is required to contribute to the annuity fund of the association at a rate fixed by the Retirement Board on the first day of July of each year. This contribution is to be uniform, and not less than 3 per cent. nor more than 7 per cent. of the member's salary, the total each year to be not less than \$35 nor more than \$100. Upon retirement each member is to be allowed an annuity based on the sum of his contributions, with interest, plus a pension of equal amount from a State appropriation. If a teacher leaves the service or dies before reaching the retirement age, his contributions, with regular interest, are to be refunded.

Members of the association may retire from service in the public schools upon reaching the age of sixty, and may, at any time thereafter, with the approval of the Retirement Board, be retired by the employing school committee if incapable of rendering satisfactory service as a teacher. All members must retire from service on reaching the age of seventy.

3. *Control and Direction.*

The Teachers' Retirement Board, which has charge of the administration of the retirement system, at present consists only of the State Insurance Commissioner, the Bank Commissioner and the Commissioner of Education. Ultimately the Board is to have four additional members, three elected from the retirement association, and one chosen by the other six, but as the association is not yet in existence these four members cannot be selected. The present members of the Board are, therefore, as follows: —

Frank H. Hardison, Insurance Commissioner, *Chairman.*

Augustus L. Thorndike, Bank Commissioner.

David Snedden, Commissioner of Education.

These officials are empowered to perform the duties of the Retirement Board until the representatives of the association are elected.

4. *Management, Employees, etc.*

The detail work of the Board is in charge of a secretary chosen by the Board in conformity with civil service rules. He is required to give bond in such amount as the Board shall approve. The present secretary, who is also an actuary, is Edmund S. Cogswell. His salary is \$2,000. The only other employee of the Board July 1, 1914, was a stenographer at \$60 a month, assisting the secretary in the office.

MASSACHUSETTS AGRICULTURAL COLLEGE (QUASI-STATE INSTITUTION).

1. *General Information.*

(a) The Massachusetts Agricultural College was authorized by chapter 220, Acts of 1863, and first opened Oct. 2, 1867.

(b) It is located in Amherst.

(c) It occupies an area of approximately 600 acres.

(d) The total valuation of its land, buildings and fixtures

(including the experiment station) on Nov. 30, 1913, was \$1,169,464.50.

(e) The total registration of regular students Nov. 29, 1913, was 605. Students in special short courses numbered 361. Entire enrollment was 966.

(f) The number of salaried officials and employees July 1, 1914, was 156.

(g) The appropriation for expenses for 1914 was \$377,800.

2. *Functions and Classes of Work.*

The main functions of the college are: —

(a) Experimentation and research in agriculture and allied subjects conducted by the Agricultural Experiment Station. The following are some of the projects now being undertaken in this division of work: —

Field experiments in the use of fertilizers.

Fertilizer experiments with orchards.

Fertilizer experiments with asparagus.

Experimental cranberry bog at Wareham.

Various research problems, such as the effect of frost on corn, and the causes and control of the pine blight.

Experiments and investigations in poultry husbandry.

Experiments in the control of various insect pests.

Control Work. — The administration of State laws covering — The collection, inspection and analysis of fertilizers.

The collection, inspection and analysis of cattle feeds.

The inspection and testing of creamery apparatus, and equipment.

(b) *Resident Instruction.* — 1. The teaching of undergraduate resident students: The aim of this instruction is to insure the student a general education and to give him a specific technical training for some agricultural vocation. At present the methods observed are to require a certain amount of work in the humanities, mathematics and in general science, and to require the student to devote practically two years in definitely correlated study in one of the major courses which may be selected. At present major work is offered in the following departments: —

Agriculture.

Agronomy.

Animal husbandry.

Dairying.

Poultry husbandry.

Floriculture.
 Forestry.
 Landscape gardening.
 Pomology.
 Agricultural chemistry.
 Economic entomology.
 Rural social science.
 Microbiology.
 Plant physiology and pathology
 Agricultural education.

2. The teaching of resident students for short periods of from four to ten weeks: The principal courses now offered in this connection are the ten weeks' winter course in which students may specialize in agriculture, horticulture and allied subjects; and the summer school, in which instruction is given in agriculture, horticulture, the sciences and rural social science.

3. The teaching of graduate students: The object of the Graduate School is to give advanced training to students desiring to specialize in agriculture, horticulture, the sciences relating to agriculture, and in rural social science.

(c) The State-wide dissemination of agricultural information through the organization of the Extension Service.

The following are some of the main lines of work now conducted in the State by the Extension Service: —

Correspondence courses in agriculture.
 Lectures and demonstrations pertaining to agriculture.
 Extension schools of agriculture.
 Educational exhibits at fairs and other shows.
 Extension work in fruit growing.
 Extension work in dairying and animal husbandry.
 Extension work in poultry husbandry.
 Extension work in farm management.
 Extension work in civic betterment.
 Extension work in agricultural education.
 Extension work in home economics.
 Extension work in community service.
 Demonstration auto truck.
 Library extension work.
 Agricultural surveys.
 Demonstration farms and plots.
 County or district agricultural advisers.
 Advisory work with institutions and individuals.

3. *General Supervision.*

Section 10 of chapter 89 of the Revised Laws provides that the State Board of Agriculture "shall be a board of overseers" of the college, "with powers and duties to be defined by the Governor and Council, but such powers and duties shall not control the action of the trustees of said college or be inconsistent with" the act by which it was established. In practice this power of the Board of Agriculture is delegated to a standing committee of five of its members. This committee visits the college once a year, usually devoting a day to inspection of the various departments. The members of the committee in 1914 are: —

John Bursley, West Barnstable.
 Frank P. Newkirk, Easthampton.
 William E. Patrick, Warren.
 John J. Erwin, Wayland.
 R. Henry Race, North Egremont.

4. *Control and Direction.*

The work of the college is directed by a board of eighteen trustees, fourteen of whom are appointed by the Governor, subject to the confirmation by the Council; two being designated each year for a term of seven years. The Governor, the secretary of the State Board of Agriculture, the Commissioner of Education and the president of the college are members *ex officio*. None of the trustees receive compensation for their services as such. The appointed trustees are responsible to the Governor and Council and may be removed by them for cause.

The names and addresses of the present members of the Board of Trustees are as follows: —

Ex Officio.

His Excellency David I. Walsh, Governor.
 Wilfrid Wheeler, Secretary, State Board of Agriculture.
 David Snedden, Commissioner of Education.
 Kenyon L. Butterfield, President of the College.

Appointed.

	Term expires
Nathaniel I. Bowditch, Framingham,	Jan. 1, 1915.
William Wheeler, Concord,	Jan. 1, 1915.
Arthur G. Pollard, Lowell,	Jan. 1, 1916.
Charles A. Gleason, Springfield,	Jan. 1, 1916.
Frank Gerrett, Greenfield,	Jan. 1, 1917.

	Term expires.
Harold L. Frost, Arlington,	Jan. 1, 1917.
Charles H. Preston, Hathorne,	Jan. 1, 1918.
Frank A. Hosmer, Amherst,	Jan. 1, 1918.
Davis R. Dewey, Cambridge,	Jan. 1, 1919.
George P. O'Donnell, Northampton,	Jan. 1, 1919.
William H. Bowker, Concord,	Jan. 1, 1920.
George H. Ellis, Newton,	Jan. 1, 1920.
Elmer D. Howe, Marlborough,	Jan. 1, 1921.
Edmund Mortimer, Grafton,	Jan. 1, 1921.

The Board of Trustees appoints standing committees of its own members to oversee the various types of work in the institution, and to give particular attention to finances, erection and care of buildings, etc. The names of these committees and the number of trustees on each July 1, 1914, were as follows: —

Finance,	7 members.
Course of study and faculty,	8 members.
Farm,	5 members.
Horticulture,	5 members.
Experiment department,	6 members.
Buildings and arrangement of grounds,	6 members.
Extension service,	7 members.

5. *Management.*

The management and immediate charge of the institution are vested in the president, who is appointed by the trustees for an indefinite term. In addition to his duties as president, he is also a member, and acts as secretary, of all standing committees of the Board of Trustees. The present president is Dr. Kenyon L. Butterfield, who receives a salary of \$5,000 a year.

The various departments of the institution and the divisions into which the teaching force is organized are each in charge of a professor or some other official. These officers are immediately responsible to the president, and ultimately to the trustees, by whom they may be removed. They initiate policies in their respective divisions and supervise the execution of such policies and the detail work under their direction.

6. *Organization, Classes of Officials and Employees.*

The officials and employees of the college are organized into six main groups or divisions, the head of each being responsible to the president. The names of the divisions, and the number of officials and salaried employees in each, are shown in the following outline: —

(a) Administration,	14
President and president's office,	4
Dean and dean's office,	3
Treasurer and treasurer's office,	5
Registrar and registrar's office,	2
(b) General maintenance,	4
(c) Undergraduate college,	92
(d) Graduate School,	2
(e) Experiment Station,	42
(f) Extension Service,	21
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Total excluding duplicates,	156

As adequate material for an outline showing the classes of officials and employees in each group with their salaries was not furnished, no such outline is presented.

MASSACHUSETTS NAUTICAL SCHOOL.

1. *Functions and General Information.*

The Massachusetts Nautical School is an institution in which young men of the State may obtain a practical and theoretical education in seamanship, navigation and marine engineering. It prepares young men solely for the American merchant marine, and not for naval service. For the purpose of providing accommodations for the school, the commissioners in charge of the school receive from the Navy Department a suitable vessel, with all her equipment, as authorized by a federal statute approved March 4, 1911. An annual cruise, usually in European waters and of about five months' duration, is made in this vessel. The course of study extends through two years, the term each year lasting about ten months. The total cost to the student is \$110, this sum being required to defray expenses of uniforms and technical textbooks. The students receive their board and lodging on the vessel throughout the school year.

(a) The commission was established by chapter 402, Acts of 1891.

(b) Office located at 2A Park Street, Boston. School located on U. S. S. "Ranger," which is berthed at North End Park, Boston, when home from cruise.

(c) The number of students enrolled in November, 1913, was 104, which is the total capacity of the school ship.

(d) Number of officials and employees, July 1, 1914, was 39.

(e) Appropriation for expenses for 1914: ship, \$62,000; office, \$6,000.

2. *Control and Direction.*

The commissioners of the Massachusetts Nautical School exercise control over this institution. They are appointed by the Governor for a term of three years, and serve without compensation. The names and addresses of the present commissioners, and the dates of expiration of their several terms, are as follows: —

Rear-Admiral John F. Merry..U. S. N., *Chairman*, Somerville, July, 1915.

Hon. John Read, Cambridge, July, 1916.

Capt. William E. McKay, Milton, July, 1914

The commissioners' authority extends over the entire work of the school. They personally inspect the work under their control at least once a month while the school ship is in Boston. Rules and regulations for the admission, withdrawal and graduation of cadets are established by the commissioners; they also appoint and remove instructors, determine their salaries, furnish supplies of various kinds for carrying on the work of the school, and make repairs to the equipment.

3. *Management.*

The management and immediate charge of the school and ship are vested in a superintendent, who is also commanding officer. He is appointed by the commissioners to serve as long as his work is satisfactory. The present superintendent is Commander Charles N. Atwater, U. S. N., whose salary is \$3,000 per annum, with quarters on the school ship. The superintendent's authority extends over the officers and crew of the ship and over the students, or "cadets" as they are termed.

The office is in charge of a secretary who is appointed by the commissioners. The present secretary is Mr. William H. Dimick, whose salary is \$2,200 per annum.

4. *Organization, Classes of Officials and Employees and Rates of Compensation.*

The officials and employees of the Massachusetts Nautical School are organized into two main groups or divisions, each of which is directly responsible to the Board of Commissioners. The names of these groups or divisions, with the number of officials and employees in each group on Aug. 1, 1913, are as follows: —

Board of Commissioners,	3
I. Office,	2
II. U. S. S. "Ranger,"	40
Total number of officials and employees,	45

The classes of officials and employees, together with their rates of compensation on Aug. 1, 1913, are shown in the following outline:—

NOTE.—Members of the crew, with the exception of the wardroom and cabin servants, receive their board throughout the year in addition to their wages. The officers and the wardroom and cabin servants receive a ration allowance.

Chairman and two commissioners, in charge of all work, serve without compensation.

I. Office:—

Secretary,	1 at	\$183.33 mo.
Stenographer,	1 at	70.00 mo.

II. Nautical school, U. S. S. "Ranger:"—

Commanding officer and superintendent (in charge of ship), 1 at 250.00 mo.

A. Seaman ship division:—

1. Cabin steward,	1 at	60.00 mo.
Cabin attendant,	1 at	35.00 mo.
2. Executive officer,	1 at	150.00 mo.
a. Steward,	1 at	80.00 mo.
b. Wardroom steward,	1 at	52.50 mo.
Wardroom attendants,	2 at	25.00 mo.
c. Ship's cook,	1 at	50.00 mo.
*Assistant cook,	1 at	30.00 mo.
Messmen,	7 at	25.00 mo.
d. Carpenter,	1 at	60.00 mo.
e. Painter,	1 at	40.00 mo.
3. Navigator,	1 at	150.00 mo.
4. Paymaster,	1 at	116.67 mo.
5. Surgeon,	1 at	125.00 mo.
Apothecary,	1 at	60.00 mo.
6. Watch officer,	1 at	100.00 mo.
7. Instructor in mathematics,	1 at	70.00 mo.
8. First mate,	1 at	70.00 mo.
Second mate,	1 at	70.00 mo.
Seamen,	4 at	30.00 mo.

B. Engineering division:—

1. Chief engineer,	1 at	166.67 mo.
a. Electrician,	1 at	70.00 mo.
b. Chief machinist,	1 at	70.00 mo.
Machinists,	2 at	60.00 mo.
Firemen,	3 at	40.00 mo.
2. Wireless operator (temporary employee),	1 at	20.00 mo.

TRUSTEES OF STATE LIBRARY.

1. *General Information.*

- (a) The library was established by chapter 123, Acts of 1826.
- (b) Library located in State House, Boston.
- (c) Number of officials and employees on July 1, 1914, was 17, including the five unpaid trustees.
- (d) Appropriation for expenses for 1914 was \$35,510.

2. *Functions, Powers and Duties.*

The special object of the State Library since its establishment has been to provide and make available such works of reference and other publications as would best aid the Governor and Council, the members of the General Court and other officers of the State government in the performance of their duties.

3. *Control and Direction.*

Control and direction of the State Library are exercised by a Board of unpaid trustees consisting of five members. The President of the Senate and the Speaker of the House of Representatives are members *ex officio*. The other three members of the Board are appointed by the Governor and Council for a term of three years. The trustees are responsible to the Governor and Council. The three appointed trustees may be removed from office by the Governor and Council.

The Board is organized with a chairman and a secretary, and holds regular meetings on the first and third Saturday of each month at the library in the State House.

The names and addresses of the present trustees, with the dates when the terms of the appointed members expire, are as follows: —

Winfield S. Slocum, *Chairman*, Newton, June, 1915.
 Hon. Calvin Coolidge, President of the Senate, Gardner.
 Hon. Grafton D. Cushing, Speaker of the House, Boston.
 Frederic J. Stimson, Boston, June, 1917.
 Robert L. O'Brien, Brookline, June, 1916.

4. *Management.*

The management and immediate charge of the library are vested in the librarian. He is appointed by the Governor, with the advice and consent of the Council, to hold office during their

pleasure. The present librarian is Mr. Charles F. D. Belden, and he receives a salary of \$4,000 per annum.

The librarian is responsible to the Board of Trustees. Under their direction he serves as the administrative head of the library, superintending its work and carrying out the desires of the trustees.

All employees of the State Library are appointed by the Board of Trustees on recommendation of the librarian, and may be discharged by the Board.

5. *Organization, Classes of Officials and Employees and Rates of Compensation.*

Of the officials and employees of the State Library, 6 are directly responsible to the librarian and 6 to the first assistant. The titles and salaries of the officials and employees on Aug. 1, 1913, are shown in the following outline: —

Board of Trustees: —

Librarian,	1 at \$4,000.00 yr.
I. Legislative reference assistant,	1 at 1,750.00 yr.
II. Newspaper assistant,	1 at 1,000.00 yr.
III. Secretarial assistant,	1 at 840.00 yr.
IV. Messenger,	1 at 780.00 yr.
V. Stack custodian,	1 at 780.00 yr.
VI. First assistant (in charge when librarian is absent),	1 at 1,000.00 yr.
A. Classification and shelving assistant,	1 at 1,000.00 yr.
B. Document collection assistant,	1 at 900.00 yr.
C. Periodical and assistant reference assistant,	1 at 900.00 yr.
D. Foreign laws assistant,	1 at 900.00 yr.
E. Law collection assistant,	1 at 840.00 yr.
F. Accession assistant,	1 at 600.00 yr.

BOARD OF FREE PUBLIC LIBRARY COMMISSIONERS.

1. *General Information.*

(a) The commission was established by chapter 347, Acts of 1890.

(b) Office located in State Library, State House, Boston.

(c) Number of officials and employees, July 1, 1914, was 8, including the five unpaid members of the Board.

(d) Appropriation for expenses for year 1914 was \$15,950.

2. *Functions, Powers and Duties.*

The functions of the Free Public Library Commission are (1) to promote the establishment and efficiency of free public libraries; (2) to furnish \$100 worth of books to the free libraries of

certain towns with a valuation not exceeding \$600,000, which comply with the laws relative to the maintenance of libraries and provide satisfactory distribution of the books; (3) to purchase books in small quantities for free public libraries, especially in those towns the valuation of which does not exceed \$600,000; (4) to visit the libraries, instruct the librarians and to otherwise aid free public libraries in small towns; (5) to employ an agent whose duties are to carry on field work in the State; and (6) to employ a director of educational work for aliens.

3. *Control and Direction.*

Control and direction of this department are exercised by an unpaid Board of commissioners, consisting of five members, who are appointed by the Governor, with the advice and consent of the Council, for a term of five years. The chairman of the commission is designated by the Governor.

The State Librarian has served as chairman of the Board of Free Public Library Commissioners since the date of its organization, the appointing governors believing that with the State Librarian serving as chairman the relation between the State Library and the commission and the other libraries of the State would be strengthened. The designation of the librarian as chairman is not compulsory under the law.

The Board is organized at the call of the chairman and appoints its own secretary. It holds meetings at least once each month with the exception of July and August. At its regular meetings the Board outlines its policy and authorizes the chairman to see that it is carried out. The commissioners personally inspect the work under their control and visit libraries in various sections of the State.

The members of the Board are responsible to and may be removed from office by the Governor and Council. The commissioners' names and addresses on July 1, 1914, were as follows: —

Charles F. D. Belden, State Librarian, *Chairman*, Cambridge, October, 1915.

Miss E. P. Sohler, *Secretary*, Beverly, October, 1917.

Miss Anna M. Bancroft, Hopedale, November, 1914.

Hiller C. Wellman, Springfield, November, 1914.

Frank H. Howes, Newton, October, 1918

4. *Management.*

The management and immediate charge of the department are vested in the chairman. The present chairman is Mr. Charles F. D. Belden, State Librarian, and as previously stated he receives no compensation for his services on this Board. It is the duty of the chairman, under the authority of the commission, to carry out its wishes and directions. He is in close touch with the employees of the commission and is consulted by them in regard to all decisions of importance, this power in important matters being specifically designated to the chairman by a vote of the Board of Free Public Library Commissioners.

The office employees are an educational director, an agent and a stenographer. The director of educational work for aliens is in charge of library work among the population speaking foreign languages. The agent of the commission is in charge of the work of the office, and is also engaged in field work, visiting libraries, suggesting better methods and helping to reorganize libraries.

The agent is appointed by the commission, with the consent of the Governor and Council, for a term of five years, the educational director is appointed by the commission, with the consent of the Governor, for an indefinite period.

These officials may be removed from office by a majority vote of the Board. By chapter 522, Acts of 1914, the Board is authorized to appoint a general secretary and adviser for a term of not more than three years. On July 1, 1914, this office was vacant.

The compensation of the officials and employees of the Free Public Library Commission on Sept. 2, 1913; are shown in the following outline: —

Board of five unpaid commissioners, chairman acting as executive officer.

I. Secretary, office,	1 at \$1,020.00 yr.
Stenographer,	1 at 660.00 yr.
II. Agent,	1 at 1,600.00 yr.
III. Director of educational work for aliens, ¹	1 at 2,232.00 yr.

¹ Chapter 668, Acts of 1913, provides that the director of educational work for aliens shall be paid a salary not to exceed \$2,000. The commission secured the services of a director at a salary of \$2,232, the \$232 beyond the \$2,000 being paid by a member of the commission.

BUREAU OF STATISTICS.

1. *General Information.*

(a) The bureau was established by chapter 102, Resolves of 1869.

(b) Office located in State House, Boston.

(c) Number of officials and employees, July 1, 1914, was 112.

(d) Appropriation for expenses for 1914 was \$169,150, of which \$45,500 is for municipal auditing and accounting and special censuses, the cost of which is reimbursed by the cities and towns for which work is done; \$15,000 was also appropriated toward the expenses of the decennial census to be taken in 1915.

2. *Functions, Powers and Duties.*

The functions of the Bureau of Statistics and the year in which each function was first undertaken are as follows: —

(a) The collection and publication of statistical information relating to labor, in 1869; (b) the collection and publication of statistical information relating to manufactures and to the promotion of the industrial welfare of the Commonwealth, in 1886; (c) the collection and publication of statistical information relating to the financial affairs of cities and towns, in 1906; (d) the certification of town notes, in 1911, and district notes, in 1914; (e) auditing municipal accounts and the installation of uniform municipal accounting systems, in 1910; (f) the establishment and maintenance of free employment offices, in 1906; (g) the taking of the decennial census of the Commonwealth, as required by the constitution, in 1875; and (h) the taking of the "summer censuses," so called, for the purpose of determining the number of liquor licenses which may be granted in certain towns, in 1892.

The subjects concerning which information is now annually gathered and compiled by the labor division are strikes and lockouts, wages and hours, labor organizations, state of employment in the organized industries, text of the labor laws, directory of labor organizations and statistics relating to immigrant aliens.

The division of manufactures prepares tabulations showing the amount of capital invested in manufactures, value of stock and material used, amount of wages paid during the year, average yearly earnings, number of wage-earners classified by sex,

number of wage-earners employed each month, classified weekly wages and the value of manufactured output. The division has 275 industry classifications, and in 1912 received returns from 8,236 establishments.

The work of the municipal division falls into three classes, — the gathering and compiling of statistics of municipal finances, the certification of town and district notes, and the auditing of municipal accounts and the installation of accounting systems. Concerning town notes, the Director may refuse certification if it appears that the vote under which it was proposed to make the loan did not comply with the general statutes governing the incurrence of municipal debt. This authority was exercised in 1912 in the cancellation of notes forwarded for certification amounting to about \$355,000. The fee for certification of each note is \$3. During the eight months ending Aug. 31, 1913, there were 1,719 notes certified, aggregating in amount \$10,791,713.49; and during the first two years and eight months the law has been in effect, 5,059 notes have been certified, aggregating in amount \$31,035,839.71.

In the auditing of municipal accounts and the installation of accounting systems, 13 cities and 44 towns have petitioned for the services of the Bureau. The expenses are first paid by the State, but the cities and towns for which the audit or installation is made reimburse the Commonwealth for the cost of the work.

3. *Control and Management.*

Control as well as management and immediate charge of the department are vested in the Director, who is appointed by the Governor, with the advice and consent of the Council, for a term of three years, and whose salary is \$4,000 per annum. The present director is Mr. Charles F. Gettemy.

The department is divided into several main groups or divisions, which are managed by officials who are appointed by the Director for an indefinite term, and who are responsible to and may be removed by him; subject to civil service regulations. These several officials have complete charge over the detail work of their respective divisions, subject to the approval and advice of the Director.

Appointments of employees are made by the Director in consultation with the heads of divisions, but the power of discharge of employees rests solely with the Director, and is not delegated.

4. *Organization, Classes of Officials and Employees and Rates of Compensation.*

The officials and employees of the Bureau of Statistics are organized into five main groups or divisions, each of which is directly responsible to the Director. The names of these groups or divisions, with the number of officials and employees in each on Aug. 1, 1913, are shown in the following summary:—

Director,	1
Deputy director,	1
I. Administrative division,	6
II. Labor division,	20
III. Manufactures division,	7
IV. Municipal division,	31
V. Free employment offices,	26
<hr/>	
Total number of officials and employees,	92

The classes of officials and employees in each group or division, together with the rates of compensation on Aug. 1, 1913, are shown in the following statement:—

Director,	1 at \$4,000.00 yr.
Deputy director,	1 at 2,500.00 yr.
I. Administrative division:—	
Office clerk,	1 at 1,200.00 yr.
Clerk (part time in office; receives \$510 additional as statistician in free employment offices division; total salary, \$1,020 year),	1 at 510.00 yr.
Stenographers,	2 at 900.00 yr.
Laborer,	1 at 840.00 yr.
Messenger,	1 at 720.00 yr.
II. Chief statistician (in charge of labor division),	1 at 1,680.00 yr.
Statistician,	1 at 1,500.00 yr.
“	1 at 1,200.00 yr.
Special agents (also employed in manufacturing division, see No. III. below),	2 at 1,500.00 yr.
Special agent,	1 at 1,200.00 yr.
Librarian,	1 at 960.00 yr.
Clerks,	3 at 840.00 yr.
“	3 at 780.00 yr.
“	1 at 600.00 yr.
Clerk (temporary employee),	1 at 2.50 day
Stenographers,	2 at 780.00 yr.
Stenographers (temporary employees),	3 at 600.00 yr.

III. Supervisory clerk ¹ (in charge of manufactures division),			1 at \$1,500.00 yr.
Clerk,			1 at 1,020.00 yr.
"			1 at 960.00 yr.
"			1 at 660.00 yr.
"			1 at 600.00 yr.
Clerk (temporary employee),			1 at 600.00 yr.
Stenographer,			1 at 840.00 yr.
IV. Municipal division: —			
A. Chief statistician,			1 at 2,500.00 yr.
Chief accountant (in charge of subdivision No. IV. B, also employed in subdivision A).			
Examiners of accounts,			2 at 1,800.00 yr.
" " "			1 at 1,500.00 yr.
" " "			1 at 1,320.00 yr.
Supervisory clerk,			1 at 1,500.00 yr.
Clerk and stenographer,			1 at 900.00 yr.
Clerks,			1 at 960.00 yr.
"			2 at 900.00 yr.
"			3 at 840.00 yr.
"			2 at 780.00 yr.
Clerk and typewriter,			1 at 600.00 yr.
B. Chief accountant (in charge of auditing and installing systems of accounts; is also employed in subdivision A),			1 at 1.15 hr.
Examiners of accounts,			2 at .85 hr.
" " "			3 at .80 hr.
" " "			8 at .75 hr.
Stenographer,			1 at 2.00 day
V. Free employment offices: —			
A. Statistician (part time, works for free employment offices, salary in this division \$510 a year; part time in office, reported under No. I.; total salary, \$1,020 a year).			
B. Boston office: —			
Superintendent,			1 at 1,800.00 yr.
Assistant superintendent,			1 at 1,500.00 yr.
Clerks,			1 at 840.00 yr.
"			3 at 780.00 yr.
"			7 at 720.00 yr.
"			2 at 600.00 yr.
Stenographer,			1 at 600.00 yr.
Laborer (charwoman),			1 at 2.00 day
Laborer,			1 at 780.00 yr.
C. Springfield office: —			
Superintendent,			1 at 1,500.00 yr.
Clerks,			2 at 720.00 yr.

¹ Two special agents employed in labor division, No. II., also work in this division.

Clerk,	1 at	\$660.00 yr.
Stenographer,	1 at	540.00 yr.
Laborer (employed about two hours each day),	1 at	150.00 yr.
D. Fall River office:—	1	
Superintendent,	1 at	1,200.00 yr.
Laborer (part time),	1 at	96.00 yr.
E. Worcester office (opened Sept. 15, 1913).		

BOARD OF METROPOLITAN PARK COMMISSIONERS.

1. *General Information.*

(a) The Board of Metropolitan Park Commissioners was created by chapter 407, Acts of 1893, as a result of recommendations of a temporary board appointed under the provisions of chapter 342, Acts of 1892, to "consider the advisability of laying out ample open spaces for the use of the public, in the towns and cities in the vicinity of Boston," and to report "a comprehensive plan for laying out, acquiring and maintaining such open spaces." The members of the Board were appointed July 8, 1893, and organized on the 17th of the same month.

(b) The office of the Board is at 14 Beacon Street, Boston.

(c) The total area controlled by the Board Dec. 1, 1913, was 10,320 acres, of which 9,428 acres were in reservations, and 892 in parkways. The total length of parkways was about 33½ miles. These reservations and parkways comprise land in 13 cities and 26 towns.

(d) The number of officials and employees in the service of the Board July 1, 1914, was 837.

(e) The total appropriation for the Board's expenses and the maintenance of reservations and parkways for 1914 was \$782,141.60.

2. *Functions, Powers and Duties.*

The original purpose for which this commission was created, according to the statute by which it was authorized, was to acquire, maintain and care for public open spaces within certain cities and towns specified in the act, which were to be made available to the inhabitants of these cities and towns for exercise and recreation. In connection with this purpose the commission was given power to take land and rights in land by purchase, gift, devise or eminent domain, to preserve and care for the areas acquired; to employ a suitable police force and other necessary employees; to make rules and regulations for

the government and use of the reservations under its care, and fix penalties for breach of such regulations; and to expend any funds left in trust for the purposes set forth in the act.

During the session of 1894 the commission was authorized "to connect any road, parkway, or other open space with any part of the cities or towns of the metropolitan parks district, by a suitable roadway or boulevard." By this statute also the commission was empowered to take land, appoint and remove employees, and make and enforce necessary rules and regulations. In addition, the commission was authorized to determine the value of betterments and assess them upon real estate abutting on the parkways constructed, and also to construct, maintain and lease buildings upon the land under its control, so far as might be necessary to serve public purposes.

By an act passed in 1895 (chapter 450) the commission was given power to erect and maintain buildings on reservations under its control, and to remove or sell earth, rock, ice and other materials from such reservations. It was also authorized to abandon or sell any portion of the land acquired by it for reservation purposes in any city or town, if the local authorities of such city or town concurred in such abandonment or sale.

By later legislation the commission is given power to —

1. Provide and maintain accommodations for boating and bathing on its reservations, make rules and regulations for the use of such accommodations, and fix reasonable charges therefor.

2. To regulate the use of certain spaces on the borders of rivers and ponds and in the parks district, and in connection with such regulation to acquire any necessary rights and impose any necessary restrictions upon the land involved.

3. To make rules and regulations to govern the public use of the Charles River, Neponset River and Mystic River, within the parks district, and of the ponds and other waters along which it holds abutting land for public uses.

In addition to those mentioned, numerous special acts affecting the commission have been passed from year to year, several of which increase the funds available for its use. The commission was authorized to acquire Revere Beach in 1894 and a part of Nantasket Beach in 1899. By acts passed in 1903, 1906 and 1909 construction of the Charles River Dam and Basin was authorized and provision made for their maintenance, care and control by this commission. Certain specific improvements on reservations and parkways have been directed by the General Court from time to time.

For the acts describing the functions, powers and duties of the commission reference is made particularly to the Acts of 1893, chapter 407; Acts of 1894, chapters 288, 483, 509; Acts of 1895, chapter 450; Acts of 1897, chapter 121; Acts of 1898, chapter 463; Acts of 1899, chapter 464; Acts of 1900, chapter 340; Acts of 1902, chapter 77; Acts of 1903, chapter 465; Acts of 1906, chapter 368; Acts of 1909, chapter 524.

The metropolitan parks district now includes the following cities and towns: —

Arlington.	Dover.	Needham.	Watertown.
Belmont.	Everett.	Newton.	Wellesley.
Boston.	Hingham.	Quincy.	Weston.
Braintree.	Hull.	Revere.	Westwood.
Brookline.	Lynn.	Saugus.	Weymouth.
Cambridge.	Malden.	Somerville.	Winchester.
Canton.	Medford.	Stoneham.	Winthrop.
Chelsea.	Melrose.	Swampscott.	Woburn.
Cohasset.	Milton.	Wakefield.	
Dedham.	Nahant.	Waltham.	

The reservations in these cities and towns are grouped, for convenience of administration, into seven divisions, namely: —

Beaver Brook Division.	Middlesex Fells Division.
Blue Hills Division.	Nantasket Beach Division.
Charles River, Upper Division.	Revere Beach Division.
Charles River, Lower Basin.	

Each division includes both reservations and parkways.

3. *Finances.*

Section 10 of chapter 407, Acts of 1893, which creates the commission and authorizes the acquisition of land for reservations, provides that the Supreme Court shall every five years appoint three commissioners not resident in the district, "who shall, after due notice and hearing, and in such manner as they shall deem just and equitable, determine the proportion in which each of such cities and towns (in the parks district) shall annually pay money into the treasury of the Commonwealth for the term of five years next following," to meet annual interest and sinking fund requirements, expenses of preservation and care of the reservations, and any deficiency in the amount previously paid in.

The act authorizing the commission to construct roadways

and boulevards, passed in 1895, provided that half the cost of construction and maintenance of these parkways should be borne by the Commonwealth, and the other half assessed on the cities and towns of the district by the commissioners appointed to apportion the expenses of reservations, in whatever manner seemed to them to be proper.

In 1899 the act providing for the taking of Nantasket Beach Reservation fixed the same method of apportioning its expenses as previously established for reservations and parkways, adding to the district, for the purpose of this particular assessment, the town of Cohasset.

A considerable part of the expenses of the Charles River Basin is, by the various acts authorizing its construction, imposed upon the cities of Boston and Cambridge. The remainder is assessed upon the cities and towns of the district by the commissioners, appointed as above stated.

The expenses of Wellington bridge, across the Mystic River, between Somerville and Medford, which forms a part of the Revere Beach parkway, are assessed according to an apportionment made by a special commission in 1906, this apportionment being final.

The last board of commissioners was appointed and made its findings in 1910. In general, these commissions have given most weight to the valuations of the various cities and towns, except that in assessing the expense of reservations a certain weight was given by the 1910 commissioners to the populations of the cities and towns in the district. The proceedings of these commissioners and their findings are given in detail in the park commission's report for 1910.

4. *Control and Direction.*

The commission exercises control and direction over all reservations, parkways and other areas in its charge, and all persons employed by it upon such areas or in its office. The commission consists of five persons, appointed by the Governor, subject to confirmation by the Council, for terms of five years, one being appointed each year. The names and addresses of the present commissioners are as follows: —

William B. de las Casas, *Chairman*, Malden, May, 1917.

Edwin U. Curtis, Boston, May, 1918.

Ellerton P. Whitney, Milton, May, 1916.

Everett C. Benton, Belmont, May, 1915.

Charles J. Barton, Melrose, May, 1919.

The chairman, who is elected by the commission, receives an annual salary of \$4,500, and each of the other members \$600 annually, which, though stated in the act fixing the amounts to be a salary, is rather by way of reimbursement for loss of time from their regular business. The chairman devotes practically his entire time to the work of the Board; the other commissioners give several hours a week in addition to the time spent at the commission's regular meetings.

For convenience in administering the scattered areas under the commission's control, the members are organized into several subcommittees, each of which is composed of the chairman of the commission and one other member. Each subcommittee gives particular attention to a certain group of reservations and parkways, acting only under votes of the whole commission, but coming together frequently for conferences and to make inspections of the areas assigned to them.

5. *Management.*

The chairman of the Board and the secretary appointed by the Board are the permanent executive officers. The present secretary is Mr. George Lyman Rogers, whose salary is \$4,300 per annum. The secretary keeps the records of the Board and carries out its orders and directions. By arrangement with the office of the Treasurer and Receiver-General, he is disbursing officer for the Board, under bond of \$10,000, and under authority from the Attorney-General he has charge of the examination of titles, the preparation of deeds and contracts and other similar office work of a legal nature.

The engineering work of the Board is in charge of the chief engineer who has under him necessary surveyors, clerks, etc. The present chief engineer is Mr. John R. Rablin, whose salary is \$4,500 a year.

Each of the seven divisions into which the reservations and parkways are grouped is in charge of a superintendent, who reports to the Board through its chairman or secretary. The superintendent of the Revere Beach Division has charge of the Charles River Basin. The superintendents have charge of all work in their divisions, including police work. There is in addition a superintendent in charge of locks, gates and draw-bridges in the lower Charles River Basin, who is principally concerned with the operation of the Charles River Dam.

6. *Organization, Classes of Officials and Employees and Rates of Compensation.*

The officials and employees of this department are divided into two principal groups, the first of which is subordinate to the secretary of the Board, and the second to the chief engineer. The officials and employees in the first group, when employed in engineering and construction work, are, of course, expected to follow the plans and directions of the chief engineer. The parkways and reservations are combined, for purposes of administration, into seven groups, each group being in charge of a superintendent, who is also an officer of the metropolitan park police. The main groups and their subdivisions, with the number of officials and employees in each, are shown in the following outline: —

Chairman of the Board,	1
Members of the Board,	4
I. Secretary and attorney,	1
A-G. Assistant secretary, clerks, stenographers, etc.,	18
H. Superintendent, etc., Blue Hills Division,	123
I. Superintendent, etc., Middlesex Fells Division,	79
J. Superintendent, etc., Beaver Brook Division,	4
K. Superintendent, etc., Charles River, Upper Division,	44
L. Superintendent, etc., Charles River Division, Lower Basin,	51
M. Superintendent, Revere Beach Division: ¹ —	
Police, foremen, mechanics, etc.,	81
Manager, etc., Revere Beach bath house,	113
Assistant manager, etc., Nahant Beach bath house,	17
N. Superintendent, Nantasket Beach Division.	1
Police, foreman, etc.,	16
Manager, etc., Nantasket Beach bath house,	47
II. Chief engineer and assistant,	2
A-I. Draftsmen, instrument men, etc.,	22
J. Superintendent, Charles River Dam and locks, etc.,	31
<hr/>	
Total number of officials and employees,	655

The classes of officials and employees in each group or division, together with the rates of compensation on Aug. 1, 1913, are shown in the following statement: —

¹ Also superintendent of Charles River Division, Lower Basin.

Chairman of Board,	1 at \$4,500.00 yr.
Members of Board,	4 at 600.00 yr.

I. Secretary of Board, and, under Attorney-General,
in charge of law and conveyancing,

	1 at 4,300.00 yr.
A. Records and document clerk,	1 at 1,300.00 yr.
1. Clerks and stenographers,	2 at 700.00 yr.
2. Plan clerk and stenographer,	1 at 600.00 yr.
B. Financial clerk,	1 at 1,500.00 yr.
1. Clerk,	1 at 750.00 yr.
2. "	1 at 660.00 yr.
3. "	1 at 600.00 yr.
C. Purchasing agent and assistant secretary,	1 at 2,500.00 yr.
1. Stenographer and typewriter,	1 at 600.00 yr.
2. Messenger,	1 at 600.00 yr.
D. Assistant law and conveyancing attorney under Attorney-General,	1 at 1,800.00 yr.
1. Stenographer and typewriter,	1 at 780.00 yr.
2. Stenographer and typewriter (tem- porary),	1 at 780.00 yr.
E. Paymaster,	1 at 1,200.00 yr.
F. 1. Messenger,	1 at 500.00 yr.
2. "	1 at 350.00 yr.
G. Telephone operator,	1 at 624.00 yr.

BLUE HILLS DIVISION.

H. Superintendent and captain of police,	1 at \$43.00 wk.
1. Sergeants,	2 at 3.75 day
Patrolmen,	19 at 3.25 day
"	2 at 3.00 day
"	3 at 2.75 day
2. General moth foreman,	1 at 3.50 day
Moth exterminators,	17 at 2.50 day
3. Tree pruner,	1 at 2.75 day
4. Foremen of laborers,	4 at 3.00 day
Laborers,	54 at 2.50 day
5. Foreman of stable,	1 at 3.00 day
Stablemen,	4 at 2.58½ day
6. Teamsters,	2 at 2.75 day
7. Helpers on teams,	2 at 2.50 day
8. Steam roller engineer,	1 at 3.25 day
9. Mechanic,	1 at 2.75 day
10. Carpenter,	1 at 3.00 day
11. Chauffeur,	1 at 3.00 day
12. Blacksmith,	1 at 2.75 day
13. Painter,	1 at 2.75 day
14. Janitor, police station,	1 at 2.50 day
15. Matrons, sanitary building,	3 at 1.50 day

MIDDLESEX FELS DIVISION.

I. Superintendent and captain of police,	1 at	\$43.00 wk.
1. Sergeants,	2 at	3.75 day
Patrolmen,	20 at	3.25 day
"	2 at	3.00 day
"	1 at	2.75 day
2. Assistant superintendent,	1 at	26.00 wk.
(a) Road foremen,	3 at	3.00 day
Laborers,	5 at	2.75 day
"	21 at	2.50 day
(b) Moth foreman,	1 at	21.00 wk.
(c) Stable foreman,	1 at	2.75 day
Stablemen,	2 at	2.58½ day
(d) Drawtender,	1 at	967.20 yr.
Assistant drawtenders,	2 at	900.00 yr.
Substitute assistant draw-		
tender (part of time as		
laborer at \$2.50 per day),	1 at	2.88½ day
(e) Locktender,	1 at	3.00 day
Assistant locktenders,	2 at	2.50 day
(f) Steam roller engineer,	1 at	3.25 day
(g) Animal attendant,	1 at	2.75 day
(h) Chauffeur and mechanician,	2 at	3.00 day
(i) Teamsters,	3 at	2.75 day
(j) Painters,	2 at	2.75 day
(k) Clerk,	1 at	3.25 day
(l) Carpenter,	1 at	3.00 day
(m) Matron,	1 at	1.50 day

BEAVER BROOK DIVISION.

J. Superintendent and sergeant of police,	1 at	28.00 wk.
Patrolman,	1 at	3.25 day
Laborer,	1 at	2.50 day
Matron,	1 at	1.50 day

CHARLES RIVER, UPPER DIVISION.

K. Superintendent and captain of police,	1 at	43.00 wk.
1. Sergeant,	1 at	3.75 day
Patrolmen,	15 at	3.25 day
2. Foremen,	2 at	3.00 day
Laborers,	16 at	2.50 day
3. Utility man,	1 at	2.56 day
4. Janitors,	2 at	2.50 day
5. Teamsters,	2 at	2.75 day
6. Hostlers,	2 at	2.58½ day
7. Mechanic,	1 at	3.00 day
8. Matron,	1 at	10.50 wk.

CHARLES RIVER DIVISION, LOWER BASIN.

L. Superintendent and captain of police of Charles River Division, Lower Basin, and Revere Beach Divi- sion,				1 at	\$53.00 wk.
1. Lieutenant,	1 at	4.25 day			
Sergeants,	2 at	3.75 day			
Patrolmen,	19 at	3.25 day			
"	3 at	3.00 day			
2. Foreman,	1 at	3.00 day			
Laborers,	14 at	2.50 day			
3. Boatmen, motor boats,	2 at	3.00 day			
4. Gardener,	1 at	2.75 day			
5. Teamsters,	2 at	2.75 day			
6. Stablemen,	2 at	2.58½ day			
7. Janitor at headquarters,	1 at	2.50 day			
8. Matrons,	2 at	1.50 day			

REVERE BEACH DIVISION.

M. Superintendent and captain of police (see Charles River Division, Lower Basin).					
1. Lieutenant,	1 at	4.25 day			
Sergeants,	5 at	3.75 day			
Patrolmen,	28 at	3.25 day			
"	5 at	3.00 day			
"	3 at	2.75 day			
2. Road foreman,	1 at	3.75 day			
Subforemen,	3 at	3.00 day			
Laborers,	13 at	2.50 day			
3. Supervisor of machinery, ¹	1 at	30.00 wk.			
Machinists,	2 at	3.00 day			
4. Chauffeurs, motor truck,	2 at	3.00 day			
5. Teamster,	1 at	2.75 day			
6. Stablemen,	2 at	2.58½ day			
7. Carpenter,	1 at	3.00 day			
8. Painters,	2 at	2.75 day			
9. Steam roller engineer,	1 at	3.25 day			
10. Gardener,	1 at	2.75 day			
11. Electrician,	1 at	3.25 day			
12. Drawtenders,	7 at	900.00 yr.			
13. Matron,	1 at	1.50 day			

REVERE BEACH BATH HOUSE.

14. Manager,	1 at	30.00 wk.			
(a) Assistant custodian,	1 at	2.75 day			
(b) Assistant manager (6 months or less),	1 at	3.00 day			

¹ Occasionally inspects machinery in other divisions.

(1) Foreman suit counter, ¹ (6 months or less), . . .	1 at	\$2.50 day
(2) Floor director (six months or less), . . .	1 at	2.75 day
(3) Cashier (six months or less), . . .	1 at	3.50 day
(4) Women in sewing room or doing other work at bath house, summer, . . .	2 at	² 2.00 day
(5) Women in sewing room or doing other work at bath house, . . .	3 at	1.50 day
(6) Attendants, men (six months or less), . . .	45 at	2.00 day
(7) Nurse (six months or less), . . .	1 at	3.00 day
(8) Matron (six months or less), . . .	1 at	2.25 day
Attendants, women (six months or less), . . .	20 at	2.00 day
Matrons, toilets (six months or less), . . .	2 at	1.50 day
(9) Laundry attendants, men, washers (six months or less), . . .	5 at	2.50 day
(10) Forewoman, laundry (six months or less), . . .	1 at	2.50 day
Laundry attendants, women (six months or less), . . .	20 at	2.00 day
15. Assistant engineer, . . .	1 at	3.00 day
Assistant engineers (six months or less), . . .	3 at	3.00 day
16. Life guards (six months or less), . . .	3 at	3.00 day

NAHANT BEACH BATH HOUSE.

17. Assistant manager, . . .	1 at	24.00 wk.
(a) Assistant custodian, . . .	1 at	2.75 day
(b) Cashier (six months or less), . . .	1 at	2.50 day
(c) Life guard (six months or less), . . .	1 at	3.00 day
Assistant life guard (six months or less), . . .	1 at	2.25 day
(d) Attendants, men and women ³ (six months or less), . . .	9 at	2.00 day
(e) Matron ³ (six months or less), . . .	1 at	2.25 day
Matron, ³ sanitary (six months or less), . . .	1 at	1.50 day
(f) Watchman (six months or less), . . .	1 at	2.50 day

¹ Has charge of male attendants working at suit counters.

² Winter, \$1.50 a day.

³ Matron has charge of women attendants.

NANTASKET BEACH DIVISION.

N. Superintendent and captain of police,	1 at	\$43.00 wk.
1. Sergeant,	1 at	3.75 day
Patrolmen,	7 at	3.25 day
"	2 at	3.00 day
"	3 at	2.75 day
2. Foreman,	1 at	3.00 day
Laborer,	1 at	2.50 day
3. Matron,	1 at	1.50 day

Nantasket Beach Bath House.

4. Manager (six months or less),	1 at	24.00 wk.
(a) Clerk ¹ (six months or less),	1 at	2.25 day
Assistant clerk ¹ (six months or less),	1 at	1.75 day
(b) Medical attendant (six months or less),	1 at	2.25 day
(c) Assistant medical attendant (relieving (b)) (six months or less),	1 at	2.00 day
(d) Life guard (six months or less),	1 at	3.00 day
(e) Assistant life guard (relieving (d)) (six months or less),	1 at	2.00 day
(f) Valuable room attendant, men's side (six months or less),	1 at	1.75 day
(g) Suit counter attendant, men's side (six months or less),	1 at	2.00 day
(h) Turnstile attendant, men's side (six months or less),	1 at	2.00 day
(i) Yard attendants, men's side (six months or less),	12 at	2.00 day
(j) Matron, women's side, (six months or less),	1 at	2.25 day
1. Valuable room attendant, women's side (six months or less),	1 at	1.75 day
2. Suit counter attendant, women's side (six months or less),	1 at	2.00 day
3. Turnstile attendant, women's side (six months or less),	1 at	2.00 day
4. Yard attendants, women's side (six months or less),	6 at	2.00 day
(k) Cashiers, selling tickets (six months or less),	2 at	2.00 day

¹ Correspond to cashiers at Revere Beach bath house.

(l) Forewoman, laundry (six months or less),	1 at	\$2.25 day
Laundresses (six months or less),	8 at	2.00 day
5. Engineer, power plant (six months or less),	1 at	3.00 day
Firemen, power plant (six months or less),	3 at	2.83½ day
II. Chief engineer, ¹	1 at	4,500.00 yr.
Assistant engineer,	1 at	2,400.00 yr.
A. Chief draftsman,	1 at	1,500.00 yr.
B. Draftsman,	1 at	1,380.00 yr.
C. Inspector,	1 at	1,440.00 yr.
D. "	1 at	1,080.00 yr.
E. { Instrument men in charge of party,	4 at	1,200.00 yr.
{ Instrument man in charge of party,	1 at	900.00 yr.
1. Rodmen,	2 at	720.00 yr.
2. "	4 at	600.00 yr.
3. "	2 at	480.00 yr.
F. Chauffeurs,	2 at	936.00 yr.
G. Clerk and stenographer,	1 at	1,000.00 yr.
H. " " "	1 at	660.00 yr.
I. " " "	1 at	600.00 yr.
J. Electrical engineer, superintendent, ²	1 at	2,400.00 yr.
1. Electricians,	5 at	1,014.00 yr.
2. Assistant drawtenders, ³	14 at	900.00 yr.
3. Sluiceman, ³	1 at	884.00 yr.
4. Foreman,	1 at	1,248.00 yr.
(a) General utility men and assistant drawtenders,	2 at	900.00 yr.
(b) General utility men,	2 at	900.00 yr.
(c) Carpenters,	2 at	3.00 day
(d) Steam fitter,	1 at	3.00 day
(e) Firemen (one temporary),	2 at	884.00 yr.

STATE RESERVATIONS.

The first reservation outside the Metropolitan Park System was established by the State in 1898 at Mt. Greylock, and since that time five other reservations have been established, namely, at Mt. Wachusett, Mt. Tom, Deer Hill, Mt. Sugar Loaf and Mt. Everett. The policy of the State with relation to these reservations has been to appropriate the amounts of money necessary for the purchase of the land, and to place upon the county in which the reservation is situated the expense of care and main-

¹ Has general charge of engineering work for the Board, consults with secretary on some matters.

² At Charles River Dam and locks.

³ Sometimes receive minor directions from electricians.

tenance. The Commonwealth up to Nov. 30, 1913, had expended on the reservations the sum of \$216,942.74.

The Mt. Greylock, Mt. Wachusett and Mt. Everett commissions are each composed of three unpaid members, residents of the county in which the reservation is situated, who are appointed by the Governor for a term of six years. The county commissioners of the counties in which the other reservations are situated serve as the reservation commissioners, the Deer Hill Commission being the Hampshire County commissioners; Mt. Sugar Loaf Commission being the Franklin County commissioners; and Mt. Tom Commission being the commissioners of Hampshire and Hampden counties acting as a joint commission. The treasurer of the county is also the reservation commission treasurer; in the case of the Mt. Tom Commission, the county treasurer of Hampshire acts as reservation treasurer.

The commissioners have full power and authority to care for, protect and maintain the reservations in behalf of the Commonwealth. The estimated annual expenses of the reservations are included by the Legislature in the county tax budgets.

GREYLOCK RESERVATION COMMISSION.

This commission was established in 1898 and was the first mountain reservation commission established by the Commonwealth. The Greylock reservation is primarily a forest reserve, and now consists of 8,160 acres of the 10,000 originally contemplated, the land lying in the towns of Williamstown, New Ashford, Cheshire, Adams and the city of North Adams. The four highest peaks in the State are in the reservation. From the establishment of the reservation to Jan. 1, 1914, the Commonwealth had expended on the reservation the sum of \$87,427.70. The present Greylock reservation commissioners, and the dates of expiration of their terms, are:—

Francis W. Rockwell, *Chairman*, Pittsfield, August, 1920.

William H. Sperry, *Treasurer*, North Adams, January, 1919.

Arthur B. Daniels, *Secretary*, Adams, July, 1916.

The commission under the law has special authority to receive gifts for the purposes of the reservation. The reservation is in the immediate charge of a superintendent, who is the only regular employee. The commission has also in its employ at irregular intervals surveyors and laborers. All employees are paid by the county. (See also general statement under "State Reservations.")

WACHUSETT MOUNTAIN STATE RESERVATION COMMISSION.

The commission was established in 1899 and was authorized to secure land not exceeding 3,000 acres in extent on and about Wachusett Mountain in the towns of Princeton and Westminster. The reservation now comprises about 1,500 acres, and up to Jan. 1, 1914, the State had expended on the reservation the sum of \$54,975.

The present commissioners are: —

Harold Parker, *Chairman*, Lancaster, July, 1915.

Theodore L. Harlow, *Secretary*, Gardner, July, 1919.

John T. Burnett, Southborough, July, 1917.

The present superintendent of the reservation is Everett W. Needham of Princeton.

In 1913 the commissioners, with the approval of the county commissioners, experimented with the employment of short-term convicts from the county House of Correction at Worcester on outdoor work. During the season about 1,000 bushels of potatoes and other vegetables were raised by the prisoners for their own use, and in addition to these farming operations they were also occupied in the construction of roads, wood chopping and forestry work. (See also general statement under "State Reservations.")

MT. TOM STATE RESERVATION COMMISSION (QUASI-STATE COMMISSION).

The establishment of this commission was authorized by chapter 264 of the Acts of 1903, and the question of the acceptance of the act was submitted to the voters of Hampshire and Hampden counties. The law authorized and directed the commissioners to acquire land not exceeding 1,500 acres in extent situated on or about Mt. Tom and Mt. Nonotuck. Up to Jan. 1, 1914, the Commonwealth had expended on the reservation the sum of \$54,937.44.

The Mt. Tom State Reservation Commission is composed of the county commissioners of Hampshire and Hampden counties. The names of the commissioners in 1914 were: —

George W. Bray, Chicopee.

William H. Ensign, Westfield.

Charles C. Spellman, Springfield.

Clarence E. Hodgkins, Northampton.

Frank M. Sibley, Ware.

Frank A. Brooks, Williamsburg.

The superintendent of the reservation on Jan. 1, 1914, was Mr. John McCool. (See also general statement under "State Reservations.")

DEER HILL STATE RESERVATION COMMISSION (QUASI-STATE COMMISSION).

The establishment of this commission was authorized by chapter 540 of the Acts of 1907, and the question of acceptance of the act was submitted to the voters of Hampshire County. The commission was authorized to acquire land not exceeding 300 acres situated on or about Deer Hill.¹ The total amount expended on the reservation by the Commonwealth up to Jan. 1, 1914, was \$4,031.25.

The Deer Hill State Reservation Commission is composed of the county commissioners of Hampshire County, who are also members of the Mt. Tom Commission. The names of the members of the Deer Hill Commission in 1914 were: —

Clarence E. Hodgkins, Northampton.
Frank M. Sibley, Ware.
Frank A. Brooks, Williamsburg.

The caretaker of the reservation on Jan. 1, 1914, was Mr. F. G. Sears. (See also general statement under "State Reservations.")

MT. SUGAR LOAF STATE RESERVATION COMMISSION (QUASI-STATE COMMISSION).

The establishment of the commission was authorized by chapter 541 of the Acts of 1907, which provided for the acquisition of land, not exceeding 100 acres, situated on or about Mt. Sugar Loaf.² The Commonwealth had expended on the reservation up to Jan. 1, 1914, the sum of \$13,179.

The Mt. Sugar Loaf State Reservation Commission is composed of the commissioners of Franklin County, and the names of the members in 1914 were: —

Eugene B. Blake, Greenfield.
Allen C. Burnham, Montague.
Osgood L. Leach, Northfield.

(See also general statement under "State Reservations.")

¹ In the towns of Cummington and Plainfield.

² In the town of Deerfield.

MT. EVERETT STATE RESERVATION COMMISSION.

The commission was established in 1908 and was authorized to secure land in the Mt. Everett mountain range in the towns of Mount Washington and Sheffield. The amount of land now comprising the reservation is about 815 acres. The total amount expended by the State for the reservation up to Jan. 1, 1914, was \$2,392.35.

The present commissioners are:—

Herbert C. Joyner, *Chairman*, Great Barrington, July, 1914.

A. Chalkley Collins, *Treasurer*, Great Barrington, July, 1918.

Henry M. White, *Secretary*, Lee, July, 1916.

In 1908 the commission appointed as its civil engineer Mr. Herbert F. Keith of Mount Washington. Mr. Keith receives no regular salary, but is paid in accordance with the work accomplished. (See also general statement under "State Reservations.")

STATE BOARD OF CHARITY.

1. *General Information.*

(a) The Board of State Charities was created by chapter 240, Acts of 1863, passed April 29 of that year, and held its first meeting on Oct. 7, 1863. The Board of Health, Lunacy and Charity was created to replace the former Board. April 30, 1879 (Acts of 1879, chapter 291). The State Board of Health was created as a separate organization by chapter 101, Acts of 1886 (March 24), and organized June 1 of the same year. From the resulting State Board of Lunacy and Charity the State Board of Insanity was separated by chapter 433 of the Acts of 1898, passed May 13 of that year. The State Board of Charity, as a result of this last statute, became an independent Board, the statute taking effect Oct. 1, 1898.

(b) The principal office of the Board is in Room 38, State House.

(c) The number of officials and employees directly responsible to the Board on July 1, 1914, was 158. Assisting in the work of the Board were over 200 unpaid auxiliary visitors.

(d) The total appropriation allowed for the work of the Board in 1914 was \$1,280,600. This included \$27,000 for general administration, \$164,400 for salaries and expenses of agents, and

a special appropriation of \$100,000 for aiding sufferers from the Salem fire. The remainder was for reimbursing cities and towns for care of State paupers, supporting indigent and neglected children, etc.

2. *Functions, Powers and Duties.*

The powers and duties of the State Board of Charity are as follows:—

1. General supervision and inspection of the following State institutions:—

State Infirmary, for sick and insane State paupers; State Farm, for custody of certain misdemeanants and insane male criminals, and care of State paupers; Norfolk State Hospital, for inebriates; Lyman School for Boys, Industrial School for Boys and Industrial School for Girls, for custody and training of delinquent children; Massachusetts Hospital School, for crippled children; Rutland State Sanatorium, North Reading State Sanatorium, Lakeville State Sanatorium and Westfield State Sanatorium, for consumptives.

2. Supervision of all children in custody of the trustees of Massachusetts Training Schools placed outside the three industrial schools.

3. The discharge of sane inmates of the State Infirmary and the State Farm, and the execution of the laws relative to the release on parole of prisoners from the State Farm.

4. The transfer of sane paupers from one State institution to another.

5. The administration of the leper hospital at Penikese Island.

6. Visitation and inspection of the following county institutions:—

Essex County Training School.
Hampden County Training School.
Middlesex County Training School.
Norfolk, Bristol and Plymouth Union Training School.
Suffolk County Training School.
Worcester County Training School.

7. Supervision and inspection of city and town almshouses.

8. Supervision and inspection of children supported by cities and towns and of adults so supported in families other than their own.

9. Prescribing all forms for records and returns of poor persons relieved by cities and towns, and receiving returns of poor persons relieved.

10. Investigation as to the possible settlement of sane inmates of institutions and of persons as to whom cities and towns claim State relief, owing to their having been supported, relieved or buried by such cities and towns.

11. The directing of aid of unsettled persons by cities and towns.

12. The maintenance and care of delinquent, dependent and neglected children coming into the custody of the Board through court commitment or otherwise.

13. The sending of paupers to places within or without the State where they belong.

14. The execution of the laws concerning abandoned infants and infant boarding houses.

15. The licensing and supervision of lying-in hospitals.

16. Investigation involving public hearing of all petitions for the incorporation of private charities, with report of findings to the Secretary of the Commonwealth.

17. Annual inspection of all private charitable corporations that request an inspection or consent thereto.

18. Reception of annual reports from all private charitable corporations.

By chapter 606, Acts of 1914, the Board was authorized to inspect and supervise wayfarers' lodges and public lodging houses.

The authority and duties of the Board, with respect to State institutions under its supervision, are set forth in sections 2 to 12, chapter 84, Revised Laws, as amended by later enactments. The language of these sections is as follows:—

SECTION 2. [As amended by chapter 598, Acts of 1908.] The board shall have general supervision of the state hospital [infirmity], the state farm, the Massachusetts state sanatorium, the Lyman school for boys and the state industrial school for girls; and, if directed by the governor, it may assume and exercise the powers of the boards of trustees of said institutions in any matter relative to the management thereof, except the trusts which are vested in the trustees of the Lyman and industrial schools; and may delegate any of its powers and duties to, and execute any of its functions by, agents appointed for the purpose. There shall be two divisions in the board, one to be known as the division of state adult poor and one to be known as the division of state minor wards. The board shall appoint a superintendent of each division, who shall be the executive officer of that division, and shall hold said position of superintendent and executive officer during the pleasure of the board, and shall perform such duties as it may require. The executive officers shall receive from the commonwealth such compensation as the board may determine, and the necessary expenses incurred by them in the performance of their official duty.

SECTION 3. The board, with the consent of the governor, shall appoint such officers as may be necessary, and fix their compensation, within the limits of the annual appropriation; but no person employed by the board shall be a member thereof. It shall hold meetings once in each month, and oftener if necessary. It shall make its own by-laws and shall annually make a report to the governor and council on or before the thirty-first day of December, of its doings up to the thirtieth day of September,¹ inclusive, embodying therein a properly classified and tabulated statement of its receipts and expenses and of the receipts and expenses of each of the institutions above named for the said year, and a corresponding classified and tabulated statement of their estimates for the year ensuing, with its opinion as to the necessity or expediency of appropriations in accordance with said estimates. The report shall also present a concise review of the work of the several institutions for the preceding year, with such suggestions and recommendations as to them and to the charitable and reformatory interests of the commonwealth, as may be considered expedient. The members of the board, and of the boards of trustees of the state institutions above named, shall receive no compensation for their services; but their travelling and other necessary expenses shall be allowed and paid.

SECTION 4. [As amended by chapter 208, Acts of 1909.] The board shall ascertain whether any paupers in state institutions under its supervision or that of the state board of insanity have settlements in this commonwealth, and shall cause the laws relative to the support by cities and towns of sane state paupers to be enforced, and shall prosecute all cases of bastardy if the mother has no settlement in this commonwealth. It shall also prepare a form for the returns to be made by overseers of the poor under sections forty and forty-one of chapter eighty-one, as amended by chapter one hundred and fifteen of the acts of the year nineteen hundred and five, and mail one of said forms to the clerk of the overseers of the poor of each city or town on or before the first day of April of each year, and from said returns made by the overseers of the poor it shall prepare tables of paupers supported by towns, and shall print in its annual report the most important information thus obtained.

SECTION 5. The board shall at least once in every year visit all places where state paupers are supported, and ascertain from actual examination and inquiry whether the laws relative to such paupers are properly observed, particularly in relation to such as are able to labor; and shall give such directions as will insure correctness in the returns required in relation to paupers; and may use all necessary means to collect information relative to their support. It shall visit the state hospital and the Lyman school for boys, for the purpose of inspection, at least once in each month and, by some woman or women appointed for the purpose, may at all hours of the day or night have access to the portions of said hospital occupied by the women or children there maintained at public expense, and may require from the officers of said institutions information concerning the condition and treatment of the inmates. It shall visit all almshouses which are maintained in cities or towns and shall include in its annual report a statement of their condition and management with its suggestions and recommendations relative thereto.

SECTION 6. The board shall prescribe to the superintendent of the state infirmary, the forms for statistical returns to be made by him in his annual

¹ Fiscal year for all State authorities now ends November 30 (changed by chapter 211, Acts of 1905). Annual reports required to be made on or before third Wednesday in January.

report, as to the sex, age and birthplace of the inmates, and the places from which they were sent. It shall also prescribe the form of, and provide cities and towns with blanks for, the certificate required by the provisions of section seven of chapter eighty-five. Such certificate shall contain such inquiries as to the age, parentage, birthplace and former residence of, and other facts relative to, the pauper, as the board considers necessary, to which true answers shall be given before the pauper is received into the hospital.

SECTION 7. [As revised by chapter 154, Acts of 1911.] The trustees of every institution under the general supervision of the board shall annually cause an accurate inventory of the stock and supplies on hand, and the value and amount thereof at the institution, to be made on the thirtieth day of November, and to be sent to the board on or before the third Wednesday in December.

SECTION 8. The board may transfer pauper inmates from one state charitable institution to another, or may send them to any state or place where they belong, if the public interest or the necessities of the inmates so require.

SECTION 9. On application of the trustees of the Lyman and industrial schools, the board may transfer an inmate of the Lyman school for boys or of the state industrial school whom said trustees consider incorrigible or an unfit subject for said institutions, with the mittimus, to the state farm, there to be held on such mittimus until the term of sentence expires, but the board may return such person, with the mittimus, to the school from which such transfer was made, when in its judgment the object of such transfer has been accomplished.

SECTION 10. The board may from time to time select for support at the state farm any state paupers whose labor, in domestic or other service at such institution, may contribute toward the cost of their support, or whose maintenance at the same may for special reasons be considered expedient; and in an emergency may transfer any inmates of the state hospital to said institution, there to be supported while the emergency continues; but the board shall not so transfer an inmate of the state hospital to the state farm as a punishment for crime.

SECTION 11. [As amended by chapter 231, Acts of 1903.] If a state pauper, who has received a certificate described in section seven of chapter eighty-five, desires to be sent to any state or place where he has a legal settlement, or to friends willing to support him, the board may remove said pauper instead of committing him, if in its judgment it is for the interest of the commonwealth and of the pauper.

SECTION 12. The names of persons so removed and the usual details of their history shall be entered upon the register of the hospital, and shall be recorded by the several superintendents, as discharged by the board, for the purpose of removal from the commonwealth.

Chapter 271, Acts of 1907, provides that the annual estimates of institutions under the Board's supervision shall be submitted to the Board. The same act, and also chapter 520 of the same year, provide that plans and specifications for proposed new buildings or for alterations, involving the expenditure of over \$2,000, shall be submitted for the approval of the Board.

The supervisory powers of the State Board of Charity extend over eleven State institutions. Of these, the Norfolk State Hospital and the Massachusetts Hospital School have separate Boards of Trustees exercising control and direction, while the other nine institutions are under the control of three Boards of Trustees, as follows:—

1. Trustees, State Infirmary and State Farm: State Infirmary and State Farm.

2. Trustees of Massachusetts Training Schools: Lyman School for Boys; Industrial School for Boys; Industrial School for Girls.

3. Trustees of Hospitals for Consumptives: Rutland State Sanatorium; North Reading State Sanatorium; Lakeville State Sanatorium; Westfield State Sanatorium.

The trustees of the training schools and those of the hospitals for consumptives have executive secretaries with offices in Boston. The trustees of the training schools also control the two parole departments for those schools, one for boys and one for girls, all under the general supervision of the State Board of Charity.

The State Board has power to control and direct one institution; namely, the Penikese Hospital for lepers. The Board also maintains three temporary homes for children committed to its care by the courts as neglected or delinquent, or by the overseers of the poor in cities or towns as having no local settlement, and for those received by the Board on application of parents, relatives, etc. In these temporary homes the children are supplied with clothing and other necessities, and cared for until they can be placed by boarding out or otherwise. Necessary buildings are rented by the Board of Charity for that purpose.

The location, capacity and use of these three homes are as follows:—

LOCATION.	Capacity.	Used for —
Wellesley Hills, . . .	23	Boys over 12.
152 Charles Street, Boston, .	28	Children under treatment as out-patients at Massachusetts General Hospital or the Eye and Ear Infirmary.
19 Pinckney Street, Boston, .	5	Infants under three (nursery).

The table on the following page summarizes certain important information relative to the twelve institutions above mentioned.

INSTITUTIONS UNDER THE SUPERVISION OF THE STATE BOARD OF CHARITY.

[Compiled from the Board's annual report for 1913.]

NAME.	Location.	When opened.	Area occupied (Acres). ¹	Total Valuation. ¹	Average Number of Patients, 1913.	Capacity of Institution. ¹	Average Number employed, 1913.	Appropriation for Expenses, 1914.
Trustees, State Infirmary and State Farm: —								
State Infirmary, for sick paupers,	Tewksbury,	May, 1854	772	\$1,087,866 98	2,313 ²	2,336	341	\$462,600 00
State Farm, for misdeameants and insane criminals,	Bridgewater,	May, 1854	1,214	1,724,037 13	2,592 ²	3,100	197	342,200 00
Totals, Infirmary and Farm,	.	.	1,986	\$3,411,904 11	4,905	5,436	538	\$894,800 00
Trustees of Massachusetts Training Schools, for delinquent children: —								
Lyman School for Boys,	Westborough,	Nov., 1848	386	\$479,996 31	408	383	80	\$122,000 00
Industrial School for Boys,	Shirley,	July, 1909	890	223,435 67	182	180	44	82,268 00
Industrial School for Girls,	Lancaster,	Aug., 1856	309	363,043 71	308	312	76	101,328 00
Totals, Training Schools,	.	.	1,585	\$1,071,475 69	898	875	200	\$305,586 00
Trustees of Hospitals for Consumptives: —								
Rutland State Sanatorium,	Rutland,	Oct., 1898	365	\$566,710 03	348	354	200	\$196,316 00
North Reading State Sanatorium,	North Reading,	Sept., 1909	98	156,202 52	179	174	70	95,975 28
Lakeville State Sanatorium,	Lakeville,	Jan., 1910	75	160,150 80	195	240	74	112,970 00
Westfield State Sanatorium,	Westfield,	Feb., 1910	178	166,439 00	183	183	73	128,426 43
Totals, sanatoria,	.	.	716	\$1,049,502 35	905	951	417	\$532,687 71
Norfolk State Hospital, for inebriates,	Walpole,	Aug., 1911	1,006	\$96,995 20	58	97	23	\$117,450 00
Massachusetts Hospital School, for crippled children,	Canton,	Dec., 1907	65	316,072 13	236	270	67	55,239 00
Penikese Hospital, for lepers, ³	Penikese Island,	July, 1905	100	109,465 48	15	19	7	28,000 00
Aggregates for all institutions,	.	.	5,458	\$6,055,414 96	7,017	7,648	1,252	\$1,893,762 71

¹ Nov. 30, 1913.² Including patients in mental wards.³ Under direct control of the State Board.

3. *Control and Direction.*

Control and direction over the officials and employees in the Board's office, over its agents and the officials and employees at Penikese Hospital, are exercised by the Board itself, which consists of nine unpaid members, appointed by the Governor, subject to confirmation by the Council, for a term of five years. Thus, the terms of two members expire each year, except that in the year 1904, and every fifth year thereafter, only one member ceases to hold office. The Board is responsible to the Governor and Council, and its members may be removed from office by them.

The present membership of the Board, with the dates of expiration of the terms of the members, is as follows: —

Hon. Leontine Lincoln, *Chairman*, Fall River, June, 1918.
 Miss Frances Greely Curtis, Boston, June, 1915.
 Mr. Charles H. Adams, Melrose, June, 1918.
 Mr. David F. Tilley, Boston, June, 1915.
 Mr. Charles R. Johnson, Worcester, June, 1916.
 Hon. Abraham C. Ratsheky, Boston, June, 1917.
 Mr. Jeffrey R. Brackett, Boston, June, 1916.
 Mr. Thomas Downey, Boston, June, 1917.
 Mrs. Ada Eliot Sheffield, Cambridge,¹ June, 1914.

The Board has full power to direct the work of the department and to employ all necessary officers and agents, subject to civil service. The Board elects a chairman from its members and appoints a secretary, who is an official of the Board, giving his full time to its work. The Board carries on its work largely through committees, under whose direction the executive officers act. The Board meets regularly on the first Friday of each month, with occasional special meetings. In 1913 there were seven regular and two special committees, viz.: —

- (1) The Executive Committee.
- (2) The Committee on State Adult Poor.
- (3) The Committee on State Minor Wards.
- (4) The Committee on Almshouses.
- (5) The Committee of General Visitation and Inspection.
- (6) The Committee on Social Service.
- (7) The Finance Committee.
- (8) A special committee to investigate the subject of industrial homes for vagrants, outcasts, etc., as required by chapter 76, Resolves of 1913.
- (9) A special committee for the establishment of a rule for reimbursing Board officers for transportation on State business in vehicles owned by themselves.

¹ No successor appointed Sept. 1, 1914.

4. *Management.*

The work of the Board is separated into three distinct divisions, each of which is in charge of an official who reports directly to the Board. These divisions are: —

- I. The secretary's or central office.
- II. The Division of State Adult Poor.
- III. The Division of State Minor Wards.

The secretary, who is in charge of the first division, is clerk, auditor and disbursing officer of the Board. He keeps records of the Board's transactions; prepares all its reports; executes, under its direction, the laws relating to incorporation of charities and the inspection and supervision of charities already incorporated; executes laws relating to supervision and inspection not charged to other divisions of the Board; is required to study methods of charitable aid; and to perform such general duties as may be required by the Board.

The superintendent of State Adult Poor executes, under the Board's direction, the laws governing sane inmates of the State Infirmary and State Farm; the sick State poor; cases of dangerous disease; and temporary relief. He is required to investigate the settlement of persons receiving relief; to make monthly visits to the State Infirmary and State Farm; quarterly visits to the four State sanatoria; and to report upon the condition of these institutions. He is also required to make a monthly report and an annual summary of his work.

It is the duty of the superintendent of State Minor Wards to execute, under the direction of the Board, the laws relating to neglected and dependent children and juvenile offenders, and to provide for the placing and visitation of such children. He is also required to make a monthly inspection of the three State industrial schools and the hospital school, and report upon their condition. He reports monthly to the Board, and furnishes annually a summary of his work.

5. *Organization, Classes of Officials and Employees and Rates of Compensation.*

The officials and employees of the State Board of Charity are organized in three main groups or divisions, which are, in their turn, subdivided to some extent. Each of these main groups or divisions is directly under the control of the Board itself, this

control being exercised mainly by subcommittees of the Board appointed for that purpose. The names of these divisions and subdivisions, and the number of persons in each on Aug. 1, 1913, are shown in the following outline:—

State Board of Charity:—

I. Secretary's department,	16
II. Superintendent of State Adult Poor, visitors, employees at Penikese Island, etc.,	43
III. Superintendent of State Minor Wards, visitors, employees at temporary homes, etc.,	94
Total number of officials and employees,	153

The classes of officials and employees in each group or division, together with the rates of compensation on Aug. 1, 1913, are shown in the following statement:¹—

State Board of Charity (nine members, no compensation):—

I. Secretary,	1 at \$4,000.00 yr.
A. Assistant to secretary,	1 at 1,200.00 yr.
Stenographer,	1 at 900.00 yr.
"	1 at 700.00 yr.
Clerks,	1 at 800.00 yr.
"	1 at 700.00 yr.
"	2 at 600.00 yr.
Clerk (temporary),	1 at 1.50 day
Clerk and messenger,	1 at 600.00 yr.
B. Chief accountant,	1 at 1,000.00 yr.
Accountant,	1 at 700.00 yr.
C. Chief inspector of incorporated charities,	1 at 1,400.00 yr.
Inspector,	1 at 1,200.00 yr.
"	1 at 900.00 yr.
D. Examining visitor of institutions,	1 at 1,700.00 yr.
II. Superintendent of State Adult Poor,	1 at 2,750.00 yr.
A. Office employees:—	
Stenographers,	1 at 1,100.00 yr.
"	2 at 700.00 yr.
Accountant,	1 at 900.00 yr.
Clerk,	1 at 800.00 yr.
Clerk and stenographer,	1 at 600.00 yr.
Messengers,	3 at 500.00 yr.
B. Inspector of almshouses,	1 at 1,800.00 yr.
C. Deputy superintendent of outdoor poor,	1 at 2,000.00 yr.
Medical visitor, outdoor poor,	1 at 2,000.00 yr.
Medical visitor, outdoor poor (also relieves in indoor division),	1 at 100.00 mo.

¹ This outline and statement does not include unpaid auxiliary visitors, of whom there were 221 on Aug. 1, 1913,—101 being almshouse visitors and 48 parole visitors.

Settlement examiner, outdoor poor,	1 at \$1,800.00 yr.
Settlement clerks,	2 at 1,100.00 yr.
Visitors, outdoor poor,	5 at 1,500.00 yr.
" " "	1 at 1,400.00 yr.
" " "	1 at 1,300.00 yr.
D. Acting deputy superintendent, indoor poor,	1 at 1,400.00 yr.
Medical visitor, indoor poor,	1 at 2,000.00 yr.
Settlement examiner, indoor poor,	1 at 1,700.00 yr.
Visitor of institutions, investigating settlements,	1 at 1,500.00 yr.
Visitor, investigating settlements,	1 at 1,200.00 yr.
Special visitor,	1 at 1,000.00 yr.
" " "	1 at 850.00 yr.
Transportation officer,	1 at 1,100.00 yr.
" " "	1 at 1,000.00 yr.
" " "	1 at 900.00 yr.
" " "	1 at 600.00 yr.
" " "	1 at 2.75 day
E. Superintendent at Penikese Island,	1 at 2,250.00 yr.
Assistant superintendent,	1 at 2,000.00 yr.
Attendant,	1 at 200.00 yr.
Foreman,	1 at 900.00 yr.
Farm helper,	1 at 35.00 mo.
Laborer,	1 at 30.00 mo.
Boatman,	1 at 55.00 mo.
III. Superintendent of State Minor Wards,	1 at 4,000.00 yr.
A. Acting deputy superintendent,	1 at 1,500.00 yr.
Clerks,	2 at 1,000.00 yr.
Chief accountant,	1 at 1,000.00 yr.
Accountant,	1 at 1,000.00 yr.
Clerk,	1 at 800.00 yr.
Accountant,	1 at 900.00 yr.
Clerks,	3 at 800.00 yr.
" " "	1 at 650.00 yr.
" " "	5 at 600.00 yr.
Stenographers,	1 at 900.00 yr.
" " "	3 at 750.00 yr.
" " "	4 at 700.00 yr.
" " "	1 at 600.00 yr.
Stenographer (temporary),	1 at 12.00 wk.
Office assistant,	1 at 240.00 yr.
Messenger,	1 at 600.00 yr.
Messenger (temporary),	1 at 5.00 wk.
B. Medical visitor,	1 at 1,700.00 yr.
C. Chief investigating visitor,	1 at 1,200.00 yr.
Investigating visitors,	1 at 900.00 yr.
" " "	1 at 800.00 yr.
" " "	3 at 700.00 yr.
D. Inspector, lying-in hospitals,	1 at 1,200.00 yr.
E. Transportation officer,	1 at 700.00 yr.
F. Adoption agent,	1 at 1,000.00 yr.

G.	Visitor of infants,	1	at \$1,700.00	yr.
H.	Visitor of infant boarding houses,	1	at 850.00	yr.
I.	Nurse visitor to infants,	1	at 700.00	yr.
J.	Supervisor of visitors for younger children,	1	at 1,100.00	yr.
	Visitors for younger children,	4	at 900.00	yr.
	" " " "	2	at 800.00	yr.
	" " " "	4	at 750.00	yr.
	" " " "	5	at 700.00	yr.
	Visitors for older girls,	5	at 900.00	yr.
K.	Visitors for older girls,	2	at 750.00	yr.
	Visitors for older girls,	5	at 700.00	yr.
	Visitors for older boys,	7	at 1,500.00	yr.
L.	Visitor for older boys,	1	at 1,400.00	yr.
	Visitor for older boys,	1	at 1,300.00	yr.
	Visitors for older boys,	2	at 1,200.00	yr.
M.	Manager, temporary home (Wellesley),	1	at 550.00	yr.
	Matron,	1	at 550.00	yr.
	Teacher,	1	at 7.00	wk.
	Cook,	1	at 6.00	wk.
	Maid,	1	at 5.00	wk.
N.	Matron, temporary home (Boston),	1	at 600.00	yr.
	Assistant matron,	1	at 6.00	wk.
	Cook,	1	at 6.00	wk.
	Teacher,	1	at 6.00	wk.
	Janitor,	1	at 7.00	wk.
	Assistant,	1	at 4.00	wk.
O.	Matron of nursery (Boston),	1	at 600.00	yr.

A. PENIKESSE HOSPITAL.

1. *Functions and General Information.*

(a) The purpose of the Penikese Hospital is the care and treatment of persons afflicted with leprosy. It was authorized by chapter 395, Acts of 1904, and chapter 474, Acts of 1905, and first opened in June, 1905.

(b) The hospital is located on Penikese Island, near the entrance to Buzzards Bay, and is usually reached by boat from New Bedford.

(c) The area occupied Nov. 30, 1913, was 100 acres, the total area of the island.

(d) The total valuation of land, buildings, equipment and stock, Nov. 30, 1913, was \$119,465.48.

(e) The average number of patients during 1913 was 15. The capacity of the institution Nov. 30, 1913, was 19.

(f) Number of officials and employees July 1, 1914, was 10.

(g) The appropriation for the expenses of the institution for 1914 was \$28,000.

2. *Control and Direction.*

The State Board of Charity has power to control and direct this institution, under the provisions of chapter 474, Acts of 1905, the essential part of which reads: —

SECTION 1. The state board of charity, subject to the approval of the governor, shall be authorized to take in the name and for the use of the Commonwealth land in fee by purchase or eminent domain, and to erect and maintain thereon a hospital for the custody, care and treatment of persons afflicted with leprosy, . . .

The hospital is under the particular charge of the department of adult poor, and is visited by the agents of that department. All rules and regulations regarding it are made by the State Board, and, consequently, some information about the institution is given in the statement made for that board.

3. *Management.*

The hospital is managed by a resident superintendent, who has charge of all matters connected with the work of the institution, subject to the control of the State Board of Charity. The present superintendent is Frank H. Parker, M.D., who receives a salary of \$2,500 a year, with maintenance. The only other official is the assistant superintendent, who is engaged especially in study and research work for the purpose of discovering a cure for leprosy.

4. *Organization, Classes of Officials and Employees and Rates of Compensation.*

The number of employees in this hospital is so small that they are not divided into groups, except that some of the general workers are subordinate to a foreman. The classes of officials and employees, and the rates of compensation on Aug. 1, 1913, appear in the following statement:¹ —

Superintendent,	1 at \$2,250.00 yr.
Assistant superintendent,	1 at 2,000.00 yr.
Attendant,	1 at 200.00 yr.
Foreman,	1 at 900.00 yr.
Farm helper,	1 at 35.00 mo.
Laborer,	1 at 30.00 mo.
Boatman,	1 at 55.00 mo.

¹ This information is also presented in the statement regarding employees of the State Board of Charity.

STATE INFIRMARY AND STATE FARM.

A. TRUSTEES.

1. *Functions and General Information.*

(a) The trustees of the State Infirmary and State Farm control and direct the work of those institutions. The act authorizing construction of the institutions (chapter 275, Acts of 1852) provided for a Board of three inspectors to control each, as well as the third almshouse provided for in the same act. By chapter 291, Acts of 1879, separate Boards of Trustees of five persons each were created to have charge of each institution, but these were consolidated into one Board of seven members by chapter 297, Acts of 1884.

According to statute, the Board consists of seven members, five men and two women, appointed by the Governor, subject to confirmation by the Council, for terms of three years. Every third year after 1903 only one member is appointed; in other years three members are appointed. The trustees now serving, and the dates when their terms expire, are as follows: —

John B. Tivnan, *Chairman*, Salem, June, 1916.
 Mrs. Nellie E. Talbot, *Secretary*, Brookline, June, 1917.
 Leonard Huntress, M.D., Lowell, June, 1916.
 Mrs. Helen R. Smith, Newton, June, 1915.
 Galen L. Stone, Brookline, June, 1917.
 Francis W. Anthony, M.D., Haverhill, June, 1916.
 Walter F. Dearborn,¹ Cambridge, June, 1914.

The powers and duties of the trustees are prescribed in sections 2 to 5, chapter 85, Revised Laws, as follows: —

SECTION 2. The trustees shall hold meetings monthly either at the state infirmary or state farm and shall annually, on or before the first day of November, report to the governor and council the condition of such institutions and the expenses of the state infirmary in detail for the year ending on the preceding thirtieth day of September,² a list of the salaried officers and their salaries, and a copy of the inventory required by the provisions of section seven of chapter eighty-four. One trustee shall visit each institution at least once in each week. The trustees shall appoint a superintendent of the state infirmary, who, with the approval of the governor and council, may be the resident physician, and a superintendent of the state farm, each of whom shall hold office at the pleasure of the board and whose compensation shall be fixed by it with the approval of the governor and council. All other officers and employees shall be appointed by the superintendents, subject to the approval of the trustees, who shall fix the compensation in each case, which shall not

¹ Successor not appointed Sept. 1, 1914.

² Fiscal year of all institutions changed to end November 30; reports of boards required to be rendered before third Wednesday in January (Acts of 1905, chapter 211).

exceed the appropriation of the general court for that purpose. They shall audit and approve the accounts and bills of the superintendent of the state infirmary and of the state farm before payment. No person employed by the board shall be a member thereof.

SECTION 3. The trustees shall, with the approval of the governor and council, establish rules and regulations for the proper management and government of the state infirmary and state farm, and shall see that they are enforced.

SECTION 4. The trustees shall have the same power as overseers of the poor to bind out minor inmates of the state infirmary as apprentices, and to cause the inmates thereof to be returned to the place or country from which they came.

SECTION 5. The trustees, with the approval of the state board of charity, may transfer inmates to and from the state infirmary and the pauper department of the state farm, and, to secure a better classification of the inmates of the two institutions, may transfer to the state infirmary discharged prisoners remaining in the state farm.

The support of paupers at the State Infirmary and State Farm who have settlements within the Commonwealth is chargeable to the cities and towns where they are settled. Those having no settlement are supported by the Commonwealth, but their kindred are liable to the Commonwealth for their support, as they would be to the city or town of settlement if the pauper had a settlement. Persons committed to the State Farm for intoxication, vagrancy and other minor offences must be supported by the city or town in which they have a legal settlement, if any, the amount payable to be fixed by the State Board of Charity.

The trustees have no office outside the institutions under their charge, nor any employees under their special direction. Management of their affairs is, consequently, entirely in the hands of the trustees themselves. They are organized, as above indicated, with a chairman and secretary, and appoint, from time to time, such special committees as may be necessary. Between meetings the chairman acts for the Board, reporting back to the Board at its next meeting.

2. *General Supervision.*

General supervision over the work of the Board is vested in the State Board of Charity, as described on page 314 of this report.

The State Board of Insanity has supervisory authority over the mental wards at the Infirmary and the asylum for insane criminals at the State Farm, with the sole power to discharge inmates. Its authority over these two institutions is similar to that formerly exercised by it over State insane hospitals, but its powers over the

latter were greatly increased by recent legislation as described in the statement for the State Board of Insanity.

The Prison Commissioners have power to remove prisoners from various correctional institutions to the State Farm, and to return such prisoners from the State Farm to these correctional institutions, as follows: —

From and to the State Prison, aged and infirm prisoners, with the consent of the Governor and Council.

From and to the Reformatory Prison for Women, sentenced female prisoners.

From and to the Massachusetts Reformatory, male prisoners.

To and from the houses of correction in the county of conviction, sentenced prisoners, upon application of the trustees of the State Hospital and State Farm.

From and to a jail or house of correction, any prisoner.

From and to a jail or house of correction at request of the Governor and Council, sentenced prisoners suffering from disease which in the opinion of the Governor and Council cannot be safely and properly treated in the jail or house of correction. (See Revised Laws, chapter 225, sections 81 to 86, 94, 95.)

B. STATE INFIRMARY.

1. *Functions and General Information.*

(a) The State Infirmary is maintained for the direct care of those State charges suffering from mental or physical diseases, who are sent there by the overseers of the poor of cities and towns or by the executive officers of the State Board of Charity or the State Board of Insanity. Established as one of three State almshouses by chapter 275, Acts of 1852; opened May 1, 1854. After abolishment of the almshouse at Monson and the change in the name of the one at Bridgewater (the State Farm), it was known as the State Almshouse. Name changed to State Hospital by chapter 333, Acts of 1900, and from that to its present title by section 98, chapter 504, Acts of 1909.

(b) Located in the town of Tewksbury.

(c) Land area, Nov. 30, 1913, was 772 acres.

(d) Total valuation of land, buildings, equipment and stock, Nov. 30, 1913, was \$1,687,866.98.

(e) Average number of patients during 1913 was 2,313. Capacity of institution Nov. 30, 1913 was 2,336.

(f) Number of officials and employees July 1, 1914, was 378.

(g) Appropriation for expenses for 1914 was \$462,600.

2. *Management.*

The institution is managed by and is under the immediate charge of a superintendent elected by the trustees for an indefinite term. He is responsible to the trustees and may be removed from office by them. If approved by the Governor and Council, he may also be the resident physician. The present superintendent and physician is John H. Nichols, M.D., salary \$3,000 a year and maintenance. All officers are appointed by the superintendent with the approval of the trustees; all other employees are appointed by the superintendent.

3. *Organization, Classes of Officials and Employees and Rates of Compensation.*

The officials and employees of the hospital are organized into seventeen main groups or divisions, each of which is directly responsible to the superintendent or assistant superintendent. Following is a list of all employees reporting to the superintendent or assistant superintendent, showing the head of each department and the number employed therein on Aug. 1, 1913:—

Superintendent,	1
Assistant superintendent,	1
I. Head clerk, clerks, stenographers, matrons and chauffeur,	17
II. Steward's department,	16
III. Steward (charge of engineering, mechanical and building supplies),	1
IV. Librarian and teachers,	8
V. Assistant physicians, assistant superintendent of nurses, head nurses, nurses, etc. (department for consumptives),	35
VI. Assistant physician, assistant superintendent of nurses, head nurses, nurses, etc. (department for insane),	79
VII. Assistant physician, head nurses, nurses, etc. (general hospital department),	77
VIII. Superintendent of male nurses, industrial supervisors,	5
IX. Superintendent of female nurses, dietitian and housekeeper,	3
X. Dentist and nurse,	2
XI. Pharmacist,	1
XII. Nurse (in charge of boys' camp),	1
XIII. Attendant,	1
XIV. Chief engineer, assistant engineers, firemen, laundrymen, etc.,	53
XV. Carpenter,	1
XVI. Head carpenter, carpenters, masons,	13
XVII. Head farmer, gardeners, farmers, etc.,	30
—	—
Total number of officials and employees,	345

The classes of officials and employees in each group or division, together with the rates of compensation on Aug. 1, 1913, are shown in the following statement: —

NOTE. — All officials and employees receive board and lodging, except where stated to the contrary.

Superintendent,	1 at	\$3,000.00 yr.
Assistant superintendent and physician,	1 at	42.20 wk.
I. Head clerk ¹ (one meal a day),	1 at	23.05 wk.
Assistant clerk,	1 at	9.25 wk.
Record clerk,	1 at	8.05 wk.
Stenographers,	1 at	9.25 wk.
"	2 at	6.90 wk.
Clothing and supply matron,	1 at	8.05 wk.
Matron (housekeeping, administration building),	1 at	6.90 wk.
Matrons (housekeeping, administration building),	2 at	5.75 wk.
Matrons (sewing room, asylum department),	2 at	5.75 wk.
Matrons (sewing room, women's house),	2 at	5.75 wk.
Matrons (baggage room),	2 at	5.75 wk.
Chauffeur and driver,	1 at	12.66 wk.
II. Steward (purchasing food supplies, etc.),	1 at	19.20 wk.
Assistant steward (also storekeeper),	1 at	11.50 wk.
Head kitchen matron (administration building),	1 at	9.25 wk.
Kitchen matrons (charge inmate help),	3 at	6.90 wk.
" " " " "	1 at	5.75 wk.
Baker, ¹	1 at	21.65 wk.
Assistant,	1 at	5.75 wk.
Chef (domestic building),	1 at	12.66 wk.
Kitchenmen,	1 at	8.05 wk.
"	1 at	6.90 wk.
"	3 at	5.75 wk.
Kitchen matron,	1 at	6.90 wk.
III. Steward (in charge engineering, mechanical and building supplies),	1 at	19.20 wk.
IV. Librarian ¹ (one meal a day),	1 at	19.20 wk.
Instructor,	1 at	9.25 wk.
Teachers,	3 at	8.05 wk.
Kindergartners,	3 at	8.05 wk.

Department for Consumptives.

V. Assistant physician (in charge),	1 at	34.52 wk.
Assistant physician,	1 at	11.50 wk.
Assistant superintendent of nurses (also on infectious wards),	1 at	10.35 wk.

¹ Nonresident; receives no board except as specified.

1. Men's consumptive hospital:—

Head nurse (charge female nurses),	1 at	\$9.25 wk.
Nurses,	5 at	5.75 wk.
"	4 at	4.60 wk.
Head nurse (male nurses, men's wards),	1 at	8.05 wk.
Nurses,	2 at	6.90 wk.
"	4 at	5.75 wk.
Dietitian,	1 at	8.05 wk.

2. Women's consumptive hospital:—

Head nurse,	1 at	8.05 wk.
Nurses (one night),	6 at	5.75 wk.
Nurses,	2 at	4.60 wk.
Dietitian,	1 at	8.05 wk.

3. Infectious wards:—

Nurses,	1 at	5.75 wk.
"	3 at	4.60 wk.

Department for Insane.

VI. Assistant physician (in charge),	1 at	26.85 wk.
Assistant superintendent of nurses,	1 at	9.25 wk.
A. Assistant physician (charge wards 1, 2, 3, 6),	1 at	13.43 wk.
Head nurse ¹ (wards 1 and 3):—		
Nurses,	1 at	5.75 wk.
"	11 at	4.60 wk.
Head nurse (wards 2 and 6),	1 at	9.25 wk.
Nurses,	2 at	5.75 wk.
Nurses (one in dining room),	8 at	4.60 wk.
Night supervisor,	1 at	9.25 wk.
B. Assistant physician (wards 4 and 7),	1 at	15.34 wk.
Head nurse (ward 4),	1 at	8.05 wk.
Nurses,	1 at	6.90 wk.
"	4 at	5.75 wk.
Head nurse (ward 7),	1 at	10.35 wk.
Nurses,	1 at	8.05 wk.
"	10 at	5.75 wk.
C. Assistant physician (wards 5 and 8),	1 at	15.34 wk.
Head nurse ¹ (ward 5):—		
Nurses,	4 at	5.75 wk.
"	7 at	4.60 wk.
Head nurses (ward 8),	2 at	8.05 wk.
Nurses,	3 at	5.75 wk.
"	15 at	4.60 wk.
Night supervisor,	1 at	8.05 wk.

¹ Position vacant on Aug. 1, 1913.

General Hospital Department, including Groups VII. to XIII., Inclusive.

VII. Assistant physician (in charge),	1 at	\$30.70 wk.
Assistant superintendent of nurses (supervises all nursing in department),	1 at	11.50 wk.
Head nurse (women's hospital),	1 at	9.25 wk.
Nurses (four night),	15 at	5.75 wk.
Nurses,	2 at	4.60 wk.
Head nurse (operating room),	1 at	9.25 wk.
Nurse,	1 at	5.75 wk.
Head nurse (in charge of yard),	1 at	8.05 wk.
Night supervisor,	1 at	9.25 wk.
A. Assistant physician,	1 at	13.43 wk.
Head nurse (children's hospital),	1 at	8.05 wk.
Nurses,	6 at	5.75 wk.
Nurses (one night),	3 at	4.60 wk.
Head nurse (women's house),	1 at	6.90 wk.
Nurses,	3 at	5.75 wk.
"	4 at	4.60 wk.
B. { Assistant physician (men's hospital),	1 at	26.85 wk.
{ Assistant physician (men's hospital),	1 at	19.20 wk.
Head nurse (male),	1 at	8.05 wk.
Nurses,	1 at	6.90 wk.
"	9 at	5.75 wk.
Head nurse (female),	1 at	9.25 wk.
Nurses,	5 at	5.75 wk.
"	1 at	4.60 wk.
Head nurse,	1 at	6.90 wk.
Nurses,	3 at	5.75 wk.
"	1 at	4.60 wk.
C. Assistant physician,	1 at	15.34 wk.
Technician (in laboratory),	1 at	6.90 wk.
Laboratory assistant,	1 at	5.75 wk.
Supervisor (in charge men's house),	1 at	10.35 wk.
Attendants,	2 at	8.05 wk.
"	2 at	6.90 wk.
"	1 at	5.75 wk.
VIII. Superintendent of male nurses (general charge),	1 at	19.20 wk.
Industrial instructors,	2 at	9.25 wk.
" "	1 at	8.05 wk.
Night supervisor,	1 at	6.90 wk.
IX. Superintendent of female nurses ¹ (general charge),	1 at	17.30 wk.
Dietitian (men's department, general hospital),	1 at	8.05 wk.
Housekeeper (nurses' hall),	1 at	5.75 wk.
X. Dentist ² (one meal a day),	1 at	19.20 wk.
Nurse,	1 at	5.75 wk.

¹ Also principal of training school.² Nonresident; receive no board except as specified.

XI.	Pharmacist ¹ (one meal a day),	1 at	\$18.00 wk.
XII.	Nurse (male) (in charge boys' camp),	1 at	5.75 wk.
XIII.	Attendant (social work with new inmates, etc.),	1 at	5.75 wk.
XIV.	Chief engineer ¹ (acting),	1 at	26.85 wk.
	A. Assistant chief engineers,	2 at	17.30 wk.
	Engineers, ¹	3 at	19.35 wk.
	"	1 at	13.85 wk.
	Firemen, ¹	19 at	17.00 wk.
	B. Electrician, ¹	1 at	20.50 wk.
	C. Blacksmith, ¹	1 at	3.00 day
	D. Head steam fitter, ¹	1 at	3.50 day
	Steam fitters, ¹	7 at	3.00 day
	E. Plumber ¹ (house rent),	1 at	3.00 day
	F. Head laundryman,	1 at	10.35 wk.
	Laundrymen,	1 at	8.05 wk.
	"	2 at	6.90 wk.
	"	2 at	5.75 wk.
	Laundry matron (charge inmate help),	1 at	9.25 wk.
	Assistant matrons,	4 at	5.75 wk.
	"	5 at	4.60 wk.
XV.	Carpenter ¹ (in shop),	1 at	21.65 wk.
XVI.	Head carpenter ¹ (charge construction),	1 at	5.22 day
	Carpenters, ^{1, 2}	7 at	3.00 day
	Masons, ^{1, 2}	2 at	3.25 day
	Masons' helpers, ^{1, 2}	2 at	2.75 day
	Masons' helpers, ^{1, 2}	1 at	2.25 day
XVII.	Head farmer,	1 at	17.30 wk.
	Gardener (head),	1 at	11.50 wk.
	Gardener,	1 at	9.25 wk.
	"	1 at	6.90 wk.
	Poultryman,	1 at	10.35 wk.
	Farmer,	1 at	10.40 wk.
	"	1 at	10.35 wk.
	"	1 at	8.05 wk.
	"	1 at	6.90 wk.
	Stableman,	1 at	9.25 wk.
	Hostler,	1 at	5.75 wk.
	Herdsmen,	1 at	9.25 wk.
	Laborers,	1 at	10.35 wk.
	"	4 at	6.90 wk.
	"	10 at	5.75 wk.
	Blacksmith,	1 at	10.35 wk.
	Attendant (charge inmates),	1 at	9.25 wk.
	" " "	1 at	6.90 wk.

¹ Nonresident; receives no board except as specified.² On special appropriation.

C. STATE FARM.

1. *Functions and General Information.*

(a) The State Farm is maintained for the care and custody of persons committed for drunkenness or vagrancy, State paupers, and insane male convicts. Established by chapter 275, Acts of 1852, as a State almshouse; opened May 1, 1854. Afterward used for the confinement of certain classes of offenders, when it was entitled the State Workhouse. The present title was adopted by chapter 264, Acts of 1887. The asylum department is designated as Bridgewater State Hospital by section 98, chapter 504, Acts of 1909.

(b) Located in the town of Bridgewater; railroad station, Titicut; post-office address, State Farm, Mass.

(c) Land area Nov. 30, 1913, was 1,214 acres.

(d) Valuation of land, buildings, equipment and stock, Nov. 30, 1913, was \$1,724,037.13.

(e) Average number of inmates, year ending Nov. 30, 1913, was 2,592. Capacity of institution Nov. 30, 1913, was 3,100.

(f) Number of officials and employees July 1, 1914, was 205.

(g) Appropriation for expenses for 1914 was \$362,200.

2. *Management.*

Management of the institution is vested in a superintendent appointed by the trustees, who holds office so long as his service is satisfactory to the Board. The present superintendent is Hollis M. Blackstone, whose salary is \$3,000 per annum, with maintenance for himself and his family. The superintendent is responsible to the trustees and may be removed from office by them. He has entire charge of the institution and may hire and discharge all officials and employees subordinate to him, subject to the Board's approval, except that the medical director has full charge of all employees in the asylum department.

The treasurer acts as assistant superintendent and assumes the duties of the superintendent in his absence.

The master has special charge, under the direction of the superintendent, of the prison and almshouse departments. The medical director is similarly in charge of the asylum department, and according to law has the care and custody of all inmates of that department. The salaries of these three officials are \$2,500 a year each, with residence and maintenance for them-

selves and families. They are responsible to the superintendent and may be removed by him, subject to the approval of the trustees.

3. *Organization, Classes of Officials and Employees and Rates of Compensation.*

The employees of this institution are organized into seven main divisions, the head of each of which is responsible directly to the superintendent. Following is a list of the officials in charge of each main division, showing their titles and the number of employees subordinate to each of them on Aug. 1, 1913:—

Superintendent,	1
I. Treasurer and clerk, assistant clerks, steward, etc.,	7
II. Engineer, assistant engineers, firemen, etc.,	12
III. Head farmer's department,	28
IV. Foreman of construction, carpenters, etc.,	8
V. Housekeeper, superintendent's house,	1
VI. Master, deputy master, overseers, etc. (prison and almshouse division),	50
VII. Medical director, assistant physicians, supervisors, attendants, etc.,	92
Total number of officials and employees,	199

All officials and employees are entitled to lodging, board, washing and mending. Those who live outside the institution do so at their own option and receive no allowance from the institution in consideration of lodging, etc., of which they do not avail themselves. A certain number of rooms is maintained for the use of nonresident employees during stormy weather, etc. The detailed statement represents the situation on the date specified, but under the circumstances arrangements are constantly changing as to individual employees.

The classes of officials and employees in each group or division, together with the rates of compensation on Aug. 1, 1913, are shown in the following statement:—

Superintendent,	1 at \$3,000.00 yr.
I. Treasurer and clerk,	1 at 2,500.00 yr.
Assistant clerk ¹ (three meals a day),	1 at 1,000.00 yr.
Assistant clerk,	1 at 720.00 yr.
“ “	1 at 360.00 yr.
Steward ¹ (three meals a day),	1 at 800.00 yr.
Steward's helper ¹ (two meals a day),	1 at 600.00 yr.
Butcher and expressman, ²	1 at 600.00 yr.

¹ Nonresident; receives no board except as specified.

² Also receives some orders directly from superintendent and master.

II.	Engineer ^{1, 2} (three meals a day),	1 at	\$1,500.00 yr.
	Assistant engineer ¹ (three meals a day),	1 at	1,000.00 yr.
	Assistant engineer,	1 at	900.00 yr.
	" "	1 at	780.00 yr.
	" "	1 at	600.00 yr.
	Fireman ¹ (three meals a day),	1 at	720.00 yr.
	Fireman ¹ (three meals a day),	1 at	660.00 yr.
	Fireman ¹ (three meals a day),	1 at	600.00 yr.
	Fireman,	1 at	540.00 yr.
	"	1 at	480.00 yr.
	Electrician,	1 at	780.00 yr.
	Tinsmith ¹ (three meals a day),	1 at	800.00 yr.
III.	Head farmer, ²	1 at	1,200.00 yr.
	Farm supervisor, ³	1 at	1,000.00 yr.
	Farm supervisor ¹ (three meals a day),	1 at	900.00 yr.
	Farm supervisor ¹ (three meals a day),	1 at	840.00 yr.
	Farm supervisor,	1 at	660.00 yr.
	Farm supervisors (four nonresident, receive three meals only),	6 at	600.00 yr.
	Farm supervisors (one nonresident, receives three meals only),	4 at	540.00 yr.
	Farm supervisors ¹ (two receive three meals only),	4 at	480.00 yr.
	Farm supervisors,	4 at	420.00 yr.
	Farm supervisors ¹ (receive three meals only),	4 at	420.00 yr.
	Gardener,	1 at	1,000.00 yr.
IV.	Foreman of construction ^{1, 2, 4} (three meals a day),	1 at	2,400.00 yr.
	Draftsman, ^{4, 5}	1 at	3.50 day
	Mason, ⁴	1 at	4.50 day
	Carpenter ^{1, 4} (three meals a day),	1 at	3.25 day
	Carpenters ^{1, 4} (one temporary, receives three meals a day),	2 at	3.00 day
	Laborer ⁴ (temporary),	1 at	240.00 yr.
	Foreman of prison laborers ^{1, 4} (three meals a day),	1 at	840.00 yr.
V.	Housekeeper ⁶ (at superintendent's house),	1 at	300.00 yr.
VI.	Master (in charge prison and almshouse division),	1 at	2,500.00 yr.
	Deputy master ¹ (three meals a day),	1 at	1,200.00 yr.
	Master's assistant (clerical),	1 at	420.00 yr.
	Overseer (charge receiving and discharging),	1 at	1,000.00 yr.
	Overseer (assisting) ¹ (three meals),	1 at	840.00 yr.
	Overseer ¹ (charge chair-caning shop) (three meals a day),	1 at	840.00 yr.
	Overseer (assisting) ¹ (three meals),	1 at	540.00 yr.
	Overseer (charge tailoring shop),	1 at	840.00 yr.
	Overseer (charge care of buildings) (non-resident, receives three meals a day only),	1 at	720.00 yr.

¹ Nonresident; receives no board except as specified.² Reports to master as to inmates working in his department.³ All farm supervisors have charge of inmates at work.⁴ Under special appropriations.⁵ Also receives orders from superintendent.⁶ Has charge of one officers' kitchen.

Overseers (relief and special duties) ¹ (three meals),	2 at	\$540.00 yr.
Overseer (relief and special duties) ¹ (three meals),	1 at	480.00 yr.
Overseer (charge outside gangs) ¹ (three meals),	1 at	480.00 yr.
Watchmen (night),	2 at	600.00 yr.
Watchman ¹ (night) (three meals a day),	1 at	600.00 yr.
Watchman (night),	1 at	480.00 yr.
Kitchen supervisor ¹ (three meals a day),	1 at	660.00 yr.
Assistant ¹ (three meals a day),	1 at	300.00 yr.
Kitchen supervisor ¹ (inmates' kitchen) (three meals a day),	1 at	660.00 yr.
Kitchen supervisor (employees' kitchen),	1 at	420.00 yr.
Bakery supervisor (three meals),	1 at	600.00 yr.
Gateman ¹ (three meals a day),	1 at	360.00 yr.
Laundryman,	1 at	420.00 yr.
Guard room assistant, ²	1 at	240.00 yr.
Guard room assistant,	1 at	180.00 yr.
Head matron, women's prison,	1 at	300.00 yr.
Matron (charge kitchen and dining room),	1 at	420.00 yr.
Receiving matron ¹ (three meals a day),	1 at	360.00 yr.
Laundry matron,	1 at	360.00 yr.
Sewing room matron ¹ (three meals a day),	1 at	360.00 yr.
Relief matron ¹ (three meals a day),	1 at	360.00 yr.
Relief matron,	1 at	300.00 yr.
Relief matron (temporary),	1 at	1.00 day
Night matron,	1 at	240.00 yr.
Domestic,	1 at	240.00 yr.
Supervisor (in charge almshouse),	1 at	800.00 yr.
Matron (in charge almshouse),	1 at	600.00 yr.
Nurses,	1 at	420.00 yr.
"	2 at	300.00 yr.
Cook,	1 at	300.00 yr.
Carpenter ¹ (charge shop) (three meals a day),	1 at	3.50 day
Painter ¹ (three meals a day),	1 at	540.00 yr.
Wheelwright,	1 at	420.00 yr.
Blacksmith ¹ (three meals a day),	1 at	1,000.00 yr.
Instructor ¹ (chair making) (three meals a day),	1 at	2.50 day
Assistant,	1 at	420.00 yr.
Instructor (charge weave shop),	1 at	600.00 yr.
Assistant,	1 at	360.00 yr.
VII. Medical director,	1 at	2,500.00 yr.
A. Domestic (in director's house),	1 at	240.00 yr.
B. Assistant physician (in prison hospital),	1 at	1,500.00 yr.
Nurse,	1 at	600.00 yr.
"	1 at	420.00 yr.
"	1 at	360.00 yr.

¹ Nonresident; receives no board except as specified.² Does some work for main office.

Nurse,	1 at	\$240.00 yr.
Assistant physician (charge patients at almshouse),	1 at	900.00 yr.
C. Senior assistant physician ¹ (asylum division, ward duty),	1 at	1,500.00 yr.
Assistant physician (assisting),	1 at	800.00 yr.
D. Assistant physician (laboratory work),	1 at	800.00 yr.
E. Assistant physician (charge attendants),	1 at	1,200.00 yr.
1. Supervisor ² (charge attendants' rooms and office),	1 at	900.00 yr.
2. Supervisor (charge ward service),	1 at	720.00 yr.
Assistant supervisor ³ (three meals a day),	1 at	600.00 yr.
Attendant ³ (three meals a day),	1 at	600.00 yr.
Attendant,	1 at	540.00 yr.
Attendants (three nonresident, receive three meals a day),	18 at	480.00 yr.
Attendants,	5 at	450.00 yr.
Attendants (one nonresident, receives three meals a day),	20 at	420.00 yr.
Attendants (one nonresident, receives three meals a day),	23 at	360.00 yr.
Attendants,	5 at	300.00 yr.
Seamstress,	1 at	240.00 yr.
3. Night supervisor,	1 at	600.00 yr.
4. Instructor in hydrotherapy,	1 at	1,000.00 yr.
5. Stenographer (for all physicians),	1 at	360.00 yr.

MASSACHUSETTS TRAINING SCHOOLS.

A. TRUSTEES AND SECRETARY.

1. *Functions and General Information.*

(a) The trustees of the Massachusetts Training Schools are in charge of the three State industrial schools, namely, the Lyman School for Boys, the Industrial School for Boys, the Industrial School for Girls, and also of the Parole Department for Boys and the Parole Department for Girls, maintained for service in connection with these schools, but separate from them. The Board was created by chapter 566, Acts of 1911, and organized July 10, 1911. It replaced two previously existing boards, one of which controlled the Lyman and Girls' Industrial Schools, and the other the Boys' Industrial School at Shirley.

(b) The office of this Board is at 274 Boylston Street, Boston.

(c) Excluding the officials and employees at the three schools,

¹ In charge when director is absent.

² Reports also to medical director.

³ Nonresident; receives no board except as specified.

and in the two parole departments, the Board had, on July 1, 1914, 11 officials and employees.

(d) The appropriation for the expenses of the Board for 1914, including the expenses of the two parole departments and of boarding out children on parole, was \$61,020.

2. *General Supervision.*

The work of the trustees is under the general supervision of the State Board of Charity as described on page 314 of this report.

3. *Control and Direction.*

Control and direction of all the work of the training schools and their parole departments are in the hands of this Board, which consists of nine members, appointed for terms of five years. The terms of two members of the Board expire each year except in 1916 and every fifth year thereafter, when only one member ceases to hold office. The present composition of the Board, with the dates of expiration of the terms of the members, is as follows:—

Carl Dreyfus, *Chairman*, Boston, July, 1915.
 James W. McDonald, Marlborough, July, 1916.
 Charles M. Davenport, Boston, July, 1915.
 John F. Scully,¹ Arlington, July, 1914.
 Matthew Luce, Cohasset, July, 1918.
 Mary Josephine Bleakie, Brookline, July, 1918.
 Lewis M. Palmer, M.D., South Framingham, July, 1917.
 James J. Sheehan, Peabody, July, 1917.
 Amy Ethel Taylor, Lexington, July, 1919.

The members serve without compensation. The Board has a chairman, a vice chairman and the following standing committees: Executive; maintenance and equipment; parole, Lyman School for Boys; parole, Industrial School for Boys; parole, Industrial School for Girls.

The powers of the Board are not particularly defined in the statute by which the Board was created. It provides that:—

The said trustees shall have the same rights and powers, be charged with the same duties, and be subject to the same responsibilities in regard to the said juvenile reformatory institutions and to the officers and inmates thereof as by law are given to or imposed upon the boards of trustees of the Lyman School for Boys, the Industrial School for Girls at Lancaster and the Industrial School for Boys at Shirley, and shall in all respects succeed to the trusts, rights, powers and duties which by existing laws are vested in or imposed upon the said several boards of trustees abolished by this act.²

¹ No successor appointed Sept. 1, 1914.

² Acts of 1911, chapter 566, section 3.

The powers of the previously existing boards are most fully defined in chapter 86 of the Revised Laws, parts of sections 1 and 2 and sections 3 to 5, inclusive, as follows: —

SECTION 1. . . . The board shall be a corporation for the purpose of taking, holding and investing, in trust for the commonwealth, any grant, devise, gift or bequest made for the use of any institution of which they are trustees; and they shall succeed to the trusts and powers formerly held or acquired by the boards of trustees and treasurers of the state reform and the state industrial schools, and shall retain all the trusts, rights, powers and duties of the trustees of the state primary and reform schools.¹

SECTION 2. The trustees shall annually elect a superintendent and a physician of each of said schools, and shall, subject to the approval of the governor and council, fix their compensation. . . .

SECTION 3. The trustees shall have the control of the land and buildings of the Lyman and industrial schools, shall take charge of the general interests of each institution, see that its affairs are conducted according to law and according to such by-laws as they may from time to time adopt, and that strict discipline is maintained therein; provide employment for the inmates, and bind out, discharge, or remand them, as hereinafter provided; exercise a vigilant supervision over the institution, its officers and inmates, and prescribe the duties of the officers. The by-laws may be amended by the assent of five trustees at a legal meeting; but no amendment shall be valid until approved by the governor and council.

SECTION 4. The trustees shall cause the girls and boys under their charge to be instructed in piety and morality, and in such branches of useful knowledge as are adapted to their age and capacity; and in some regular course of labor, either mechanical, manufacturing, agricultural or horticultural, for the boys; or mechanical, manufacturing or horticultural, and especially in domestic and household labor and duties, for the girls; or a combination of these, as may be best suited to their age, strength, disposition and capacity; and in such other arts, trades and employments as may seem to the trustees best adapted to secure their reformation, amendment and future benefit.

SECTION 5. One or more of the trustees shall visit each school at least once in every two weeks. At such time the girls and boys shall be examined in the school rooms and workshops and the registers shall be inspected. A record shall be kept of these visits in the books of the superintendents. Once in every three months, each school in all its departments shall be thoroughly examined by a majority of the trustees, and a report thereof made to the board. On or before the fifteenth day of October² in each year, an abstract of these quarterly reports shall be prepared, which, with a full report by the superintendents, a list of the salaried officers and their salaries, and a copy of the inventory required by the provisions of section seven of chapter eighty-four, shall be laid before the governor and council for the information of the general court.

¹ Chapter 407, Acts of 1906, authorizes the Treasurer and Receiver-General to receive and invest the trust funds of the Lyman and Industrial Schools.

² Date since changed so that report is made as of thirtieth day of November (Acts of 1905, chapter 211, section 1).

4. *Management.*

The office of the Board is under the immediate charge of an executive secretary, who is appointed from the civil service list by the trustees. The present executive secretary is Mr. F. Leslie Hayford, whose salary is \$2,500 a year. The secretary has no authority, except as delegated by the Board, to direct the work of the schools or parole departments. His ordinary duties are: —

1. To keep a record of all the Board's transactions.
2. To prepare or have prepared all documents, statements and notices, as directed by the Board.
3. To notify the members of the Board of all meetings.
4. To prepare under the Board's direction all annual and special reports and pertinent statistics.
5. To study and report to the Board on methods of juvenile reform, prevention of juvenile delinquency and related matters in this and foreign countries.

5. *Organization, Classes of Officials and Employees and Rates of Compensation.*

There are only two immediate employees of the Board, namely, secretary and stenographer. The officials and employees of the training schools and the parole departments will be dealt with separately in the descriptions of those departments. The organization of the Board's office and the salaries paid on Aug. 1, 1913, were as follows: —

Trustees of Massachusetts Training Schools (nine members unpaid): —

Executive secretary,	1 at \$2,500.00 yr.
Stenographer and clerk,	1 at 720.00 yr.

B. LYMAN SCHOOL FOR BOYS.

1. *Functions and General Information.*

(a) The Lyman School for Boys is maintained for the purpose of educating and training delinquent boys under fifteen years of age, committed for their minority by the courts, in such regular course of study and labor as seems best adapted to secure their reformation and aid them to become useful citizens. Authorized by chapter 165, Acts of 1847, it was first opened Nov. 1, 1848.

(b) Located in the town of Westborough.

(c) Land area, Nov. 30, 1913, was 386 acres.

(d) Total valuation of land, buildings, equipment and stock, Nov. 30, 1913, was \$479,996.31.

(e) Average number of inmates during 1913 was 408. Capacity of institution Nov. 30, 1913, was 383.

(f) Number of officials and employees July 1, 1914, was 84.

(g) Appropriation for expenses for 1914 was \$122,000.

2. *Management.*

The institution is managed by and is under the immediate charge of a superintendent appointed by the trustees of the Massachusetts Training Schools for a term of one year. He is responsible to the trustees and may be removed by them. The present superintendent is Elmer L. Coffeen, salary, \$2,700 per annum and maintenance. He is in full charge, subject to the approval of the trustees. He appoints the officers and employees, with the exception of the school physician, who is appointed by the trustees, and also acts as treasurer for the school, receiving and disbursing the money appropriated for its use by the General Court.

3. *Organization, Classes of Officials and Employees and Rates of Compensation.*

The officials and employees of the school are organized into thirteen main groups or divisions, each of which is directly responsible to the superintendent. Following is a list of employees reporting to the superintendent, showing the head of each department and the number employed therein on Aug. 1, 1913:—

Superintendent,	1
I. Assistant superintendent, farmer, detail officers, mason and painter,	6
II. Accountant and amanuenses,	3
III. Purchasing agent,	1
IV. Principal instructor, teachers, etc.,	15
V. Instructor in carpentry and carpenter,	2
VI. Instructor in printing,	1
VII. Physician and nurses,	3
VIII. Dentist,	1
IX. Supervising matron, matrons at cottages, etc.,	19
X. Seamstress,	1
XI. Chief engineer, assistant engineers, plumber and steam fitter,	6
XII. Masters at cottages, assistant and supply masters,	20
XIII. Supply watchmen,	2
	—
Total number of officials and employees,	81

The classes of officials and employees in each group or division, together with the rates of compensation on Aug. 1, 1913, are shown in the following statement: —

NOTE. — All officials and employees receive board and lodging, except where stated to the contrary.

Superintendent and treasurer,	1 at	\$2,700.00 yr.
I. Assistant superintendent,	1 at	1,300.00 yr.
Farmer,	1 at	500.00 yr.
Detail officers ¹ (on Aug. 1, 1913, one was temporarily filling position of assistant master),	2 at	400.00 yr.
Supply detail officer (temporarily filling position of detail officer),	1 at	400.00 yr.
Mason and painter ¹ (one meal a day),	1 at	800.00 yr.
II. Office employees: —		
Accountant,	1 at	600.00 yr.
Amanuensis,	1 at	500.00 yr.
"	1 at	400.00 yr.
III. Purchasing agent,	1 at	600.00 yr.
IV. Principal and band instructor ¹ (one meal a day),	1 at	1,600.00 yr.
Instructor of manual training ¹ (one meal a day),	1 at	1,000.00 yr.
Sloyd teacher,	1 at	800.00 yr.
" "	1 at	700.00 yr.
Drawing teacher,	1 at	700.00 yr.
Music teacher,	1 at	550.00 yr.
Physical director,	1 at	700.00 yr.
Grade teachers ¹ (one meal a day),	2 at	600.00 yr.
Grade teachers,	6 at	500.00 yr.
V. Instructor in carpentry,	1 at	1,200.00 yr.
Carpenter ¹ (one meal a day),	1 at	2.80 day
VI. Instructor in printing,	1 at	800.00 yr.
VII. Physician ¹ (one to three hours each day),	1 at	800.00 yr.
Nurse,	1 at	700.00 yr.
Assistant nurse,	1 at	400.00 yr.
VIII. Dentist, ¹	1 at	400.00 yr.
IX. Supervising matron,	1 at	450.00 yr.
Assistant matron (on vacation Aug. 1, 1913),	1 at	276.00 yr.
Supply matron (filling place of assistant matron on Aug. 1, 1913),	1 at	300.00 yr.
Matron, general kitchen ¹ (one meal a day),	1 at	500.00 yr.
Housekeeper,	1 at	400.00 yr.
Matrons at cottages,	12 at	300.00 yr.
Supply matron at cottage,	1 at	600.00 yr.
" " " "	1 at	250.00 yr.
X. Seamstress,	1 at	300.00 yr.

¹ Nonresident; receives no board except as specified.

XI. Chief engineer ¹ (one meal a day),	1 at	\$1,200.00 yr.
Assistant engineers ¹ (one meal a day),	2 at	720.00 yr.
Assistant engineer,	1 at	620.00 yr.
Assistant engineer ¹ (temporary) (one meal a day),	1 at	2.32 day
Plumber and steam fitter ¹ (one meal a day),	1 at	3.00 day
XII. Masters at cottages:—		
Masters,	1 at	746.04 yr.
"	3 at	646.04 yr.
Master,	1 at	596.04 yr.
Assistant master ^{1, 2} (one meal a day),	1 at	550.00 yr.
Assistant master ¹ (one meal a day),	1 at	500.00 yr.
Assistant master,	1 at	450.00 yr.
Masters,	5 at	546.04 yr.
"	1 at	500.00 yr.
Master (has charge of cooking in general kitchen),	1 at	446.04 yr.
Master at Berlin cottage,	1 at	800.00 yr.
Matron,	1 at	350.00 yr.
Teacher,	1 at	400.00 yr.
Supply master,	1 at	350.00 yr.
" "	1 at	500.00 yr.
XIII. Supply watchmen ^{1, 2} (one meal a day),	2 at	500.00 yr.

C. INDUSTRIAL SCHOOL FOR BOYS.

1. *Functions and General Information.*

(a) The Industrial School for Boys is maintained for the purpose of educating and training wayward boys fifteen to eighteen years of age, at the time of commitment by the courts or at the time of transfer, to become self-sustaining and responsible members of the community. The school was authorized by chapter 639, Acts of 1908, and first opened in July, 1909.

(b) Located in the town of Shirley.

(c) Land area Nov. 30, 1913, was 890 acres.

(d) Total valuation of land, buildings, equipment and stock, Nov. 30, 1913, was \$228,435.67.

(e) Average number of inmates during 1913 was 182. Capacity of institution Nov. 30, 1913, was 180.

(f) Number of officials and employees July 1, 1914, was 51.

(g) Appropriation for expenses for 1914 was \$82,258.

¹ Nonresident; receives no board except as specified.

² At Berlin farm on Aug. 1, 1913.

³ Position of watchman vacant on Aug. 1, 1913.

2. *Management.*

The institution is managed by and is under the immediate charge of a superintendent elected by the trustees of the Massachusetts Training Schools for a term of one year. He is responsible to the trustees and may be removed by them. The present superintendent is George P. Campbell, salary, \$2,700 a year and maintenance. He has entire charge of the school, under the direction of the trustees of training schools, appoints, with the approval of the trustees, all employees except the school physician, and acts as treasurer for the institution.

3. *Organization, Classes of Officials and Employees and Rates of Compensation.*

The officials and employees of the school are organized into thirteen main groups or divisions, each of which is directly responsible to the superintendent. Following is a list of all employees reporting to the superintendent, showing the head of each department and the number employed therein on Aug. 1, 1913: —

Superintendent,	1
I. Clerk,	1
II. School physician,	1
III. Nurse,	1
IV. Instructor in painting and band master,	1
V. Instructor in blacksmithing,	1
VI. Matron, charge administration building,	1
VII. Chef,	1
VIII. Chief engineer, firemen,	3
IX. Supervising matron, matrons at cottages, etc.,	11
X. Supervising cottage master, cottage masters, etc.,	12
XI. Head farmer's department,	10
XII. Supervisor of construction, carpenters, masons, etc.,	16
XIII. Woodworker,	1
<hr/>	
Total number of officials and employees,	61

The classes of officials and employees in each group or division, together with the rates of compensation on Aug. 1, 1913, are shown in the following statement: —

NOTE. — All officials and employees receive board and lodging, except where stated to the contrary.

Superintendent,	1 at	\$2,500.00 yr.
I. Clerk,	1 at	83.33 mo.
II. School physician (one and one-half hours per day),	1 at	33.33 mo.
III. Nurse,	1 at	50.00 mo.
IV. Instructor in painting and band master,	1 at	100.00 mo.
V. Instructor in blacksmithing ¹ (one meal a day),	1 at	100.00 mo.
VI. Matron, charge administration building,	1 at	35.00 mo.
VII. Chef,	1 at	55.00 mo.
VIII. Fireman,	1 at	50.00 mo.
Fireman,	1 at	40.00 mo.
Fireman (temporary),	1 at	35.00 mo.
IX. Supervising matron,	1 at	35.00 mo.
Matrons at cottages,	6 at	20.00 mo.
Laundress,	1 at	30.00 mo.
Seamstress (temporary),	1 at	30.00 mo.
Relief matrons (one temporary),	2 at	25.00 mo.
X. Supervising cottage master,	1 at	66.66 mo.
Master and instructor in plumbing,	1 at	63.33 mo.
Master and instructor in dairying,	1 at	55.00 mo.
Cottage masters,	2 at	55.00 mo.
" "	2 at	46.66 mo.
Detail officer,	1 at	50.00 mo.
" "	1 at	40.00 mo.
" "	1 at	35.00 mo.
Detail officer (temporary),	1 at	50.00 mo.
" " "	1 at	40.00 mo.
XI. Head farmer,	1 at	125.00 mo.
Gardener ¹ (one meal a day),	1 at	60.00 mo.
Farm laborer,	1 at	50.00 mo.
" "	1 at	45.00 mo.
Poultryman,	1 at	46.66 mo.
Teamster,	1 at	38.00 mo.
"	1 at	35.00 mo.
"	1 at	30.00 mo.
Detail officer,	1 at	50.00 mo.
" "	1 at	40.00 mo.
XII. Supervisor of construction, ²	1 at	104.16 mo.
Carpenter ^{1, 2} (one meal a day),	1 at	80.00 mo.
Carpenter, ²	1 at	75.00 mo.
Carpenters ² (temporary),	2 at	3.50 day
Carpenter ² (temporary),	1 at	3.25 day
Carpenter ² (temporary),	1 at	3.00 day
Mason, ²	1 at	85.00 mo.
Masons ^{2, 3} (temporary),	3 at	.65 hr.

¹ Nonresident; receives no board except as specified.

² Working under special appropriation.

³ One receives board, others receive no board.

Masons ¹ (temporary),	3 at	\$0.60 hr.
Mason ^{1,2} (temporary),	1 at	.60 hr.
Detail officer, ¹	1 at	40.00 mo.
XIII. Instructor in woodworking, ¹	1 at	75.00 mo.

D. INDUSTRIAL SCHOOL FOR GIRLS.

1. *Functions and General Information.*

(a) The Industrial School for Girls is maintained for the purpose of educating and training, during minority, delinquent and wayward girls committed to the school by the courts or by transfer from the custody of the State Board of Charity. The school was authorized by chapter 52, Resolves of 1854, and chapter 442, Acts of 1855, and first opened in August, 1856.

(b) Located in the town of Lancaster, with a colony at Bolton, a mile and a half from the main institution.

(c) Land area Nov. 30, 1913, was 309 acres.

(d) Total valuation of land, buildings, equipment and stock, Nov. 30, 1913, was \$363,043.71.

(e) Average number of inmates during 1913 was 308. Capacity of institution Nov. 30, 1913, was 312.

(f) Number of officials and employees July 1, 1914, was 67.

(g) Appropriation for expenses for 1914 was \$101,328.

2. *Management.*

The institution is managed by and is under the immediate charge of a superintendent elected by the trustees of the Massachusetts Training Schools for a term of one year. She is responsible to the trustees and may be removed by them. The present superintendent is Mrs. Amy F. Everall, whose salary is \$2,000 per annum, with maintenance.

The superintendent of the institution, with the subordinate officers, has the general charge and custody of the inmates. She has charge of all property of the institution, and receives and disburses all the money appropriated by the General Court for the use of the school. All employees of the school are appointed by the superintendent with the exception of the school physician, who is appointed by the trustees.

¹ Working under special appropriation.

² Charged for board at \$4 per week.

3. *Organization, Classes of Officials and Employees and Rates of Compensation.*

The officials and employees of the school are organized into eleven main groups or divisions, each of which is directly responsible to the superintendent. Following is a list of all employees reporting to the superintendent, showing the head of each department and the number employed therein on Aug. 1, 1913: —

Superintendent,	1
Assistant superintendent,	1
I. Office employees,	3
II. Storekeeper and general utility man,	1
III. Physician and nurses,	3
IV. Dentist,	1
V. Oculist,	1
VI. School principal and teachers,	20
VII. Supervisor of houses and matrons,	15
VIII. Housekeepers,	17
IX. Laundry matron,	1
X. Head carpenter and carpenter,	2
XI. Head farmer, farm laborers, gardener, etc.,	16
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Total number of officials and employees,	82

The classes of officials and employees in each group or division, together with the rates of compensation on Aug. 1, 1913, are shown in the following statement: —

NOTE. — All officials and employees receive board and lodging, except where stated to the contrary.

Superintendent,	1 at \$1,800.00 yr.
Assistant superintendent,	1 at 1,200.00 yr.
I. Office employees: —	
Clerk,	1 at 540.00 yr.
Stenographer,	1 at 360.00 yr.
Stenographer ¹ (temporary),	1 at 360.00 yr.
II. Storekeeper and general utility man,	1 at 600.00 yr.
III. Physician,	1 at 1,000.00 yr.
Nurse,	1 at 600.00 yr.
“	1 at 480.00 yr.
IV. Dentist, ¹	1 at 750.00 yr.
V. Oculist ¹ (two meals a month),	1 at 20.83 ¹
VI. Principal of school work (on vacation),	1 at 600.00 yr.
Teacher (Bolton),	1 at 480.00 yr.

¹ Nonresident; receives no board except as specified.

² Visit; makes 2 visits per month.

	Teachers,	2 at	\$460.00 yr.
	"	1 at	360.00 yr.
	Teachers (on vacation),	3 at	360.00 yr.
	Teacher (temporary),	1 at	360.00 yr.
	Teachers (on vacation),	2 at	330.00 yr.
	Teachers (temporary),	9 at	300.00 yr.
VII.	Supervisor of houses and matron,	1 at	600.00 yr.
	Matron,	1 at	600.00 yr.
	Matron (Bolton cottage),	1 at	600.00 yr.
	Matrons,	7 at	500.00 yr.
	"	1 at	480.00 yr.
	Matrons (temporary),	4 at	400.00 yr.
VIII.	Housekeeper,	1 at	450.00 yr.
	Housekeeper (Bolton cottage),	1 at	420.00 yr.
	Housekeepers,	10 at	420.00 yr.
	"	1 at	360.00 yr.
	Housekeepers (temporary),	1 at	460.00 yr.
	" "	1 at	400.00 yr.
	" "	2 at	360.00 yr.
IX.	Laundry matron (Bolton cottage),	1 at	360.00 yr.
X.	Head carpenter,	1 at	660.00 yr.
	Carpenter,	1 at	540.00 yr.
XI.	Head farmer,	1 at	900.00 yr.
	Dairyman,	1 at	432.00 yr.
	Farm laborers,	1 at	408.00 yr.
	" "	2 at	420.00 yr.
	Farm laborer (one temporary),	6 at	360.00 yr.
	Teamster,	1 at	420.00 yr.
	Driver,	1 at	420.00 yr.
	Gardener,	1 at	400.00 yr.
	Farmer (Bolton cottage),	1 at	650.00 yr.
	Farm laborer (Bolton cottage),	1 at	600.00 yr.

E. BOYS' PAROLE DEPARTMENT.

1. *Functions and General Information.*

(a) The work of the Boys' Parole Department is to take charge of boys who are paroled from the Lyman School for Boys and the Industrial School for Boys, placing them in families to work, keeping oversight over those who return to their homes, supervising the expenditures of the boys' earnings and acting as trustee of their earnings. Authorized by section 3, chapter 428, Acts of 1895, it began work July 1, 1895.

(b) The office of the department is located at the Lyman School for Boys, Westborough, Mass.

(c) During the year 1913 the department had a total of 1,754 boys under its charge at different times. The number on the books of the department Nov. 30, 1913, was 1,490.

(d) On July 1, 1914, there were 8 officials and employees in this department.

(e) No separate appropriation was made for the expenses of this department for 1914, the amount required being included in the appropriation for the trustees of the Massachusetts Training Schools.

2. *Management.*

The department is managed by a superintendent appointed by the trustees of the Massachusetts Training Schools for a term of one year, and responsible to them. The present superintendent is Walter A. Wheeler, salary, \$2,000 a year. Subject to the approval of the trustees (and the State Board of Charity as to placing), he is in charge of all work of placing and visiting, together with the supervision of the parole of boys from the Industrial School for Boys at Shirley and the Lyman School for Boys at Westborough. He appoints the visitors and other employees, subject to the civil service rules, and acts as treasurer, receiving and disbursing the money appropriated to the use of the department by the Commonwealth.

3. *Organization, Classes of Officials and Employees and Rates of Compensation.*

Following is an outline showing the organization of this department on Aug. 1, 1913. Each visitor has charge of paroled boys in a certain district, and reports directly to the superintendent. The superintendent in addition to his work as such also covers a district.

Superintendent,	1 at \$2,000.00 yr.
Visitors,	4 at 1,400.00 yr.
"	2 at 1,200.00 yr.
Secretary,	1 at 500.00 yr.

F. GIRLS' PAROLE DEPARTMENT.

1. *Functions and General Information.*

(a) The work of the Girls' Parole Department is to take charge of girls who are paroled from the Industrial School for Girls at Lancaster, placing them in families to work, keeping oversight over those who return to their homes, supervising the expenditures of the girls' earnings and acting as trustee of their savings. The girls pass out of the custody of this department on reaching the age of twenty-one. The department was established under

the provisions of section 3, chapter 428, Acts of 1895, and began work in October, 1900.

(b) The office of the department is located at 274 Boylston Street, Boston.

(c) During the year 1913 the department had at various times a total of 471 girls under its charge. The number on the books of the department on Nov. 30, 1913, was 307.

(d) On July 1, 1914, there were 14 officials and employees in this department.

(e) Appropriation for expenses for 1914 was included in that allowed the trustees of the Massachusetts Training Schools.

2. *Management.*

The department is managed by a superintendent appointed by the trustees of the Massachusetts Training Schools for a term of one year, and responsible to them. The present superintendent is Edith N. Burleigh, salary, \$1,800 per annum. She is in full charge, subject to the approval of the trustees (and the State Board of Charity as to placing), of all placing, visiting and supervision of the parole of girls from the Industrial School for Girls, and of the appointing of officers and employees for the department. She also acts as treasurer of the department, receiving and disbursing the money appropriated to the use of the department by the Commonwealth.

3. *Organization, Classes of Officials and Employees and Rates of Compensation.*

Following is an outline showing the organization of this department on Aug. 1, 1913. One temporary stenographer and two temporary visitors, who were taking the places of regular employees out on vacation, are included.

Superintendent,	1 at \$1,500.00 yr.
Office employees:—	
Bookkeeper and clerk,	1 at 840.00 yr.
Stenographers,	2 at 600.00 yr.
Stenographer (temporary),	1 at 600.00 yr.
Visitors,	1 at 1,100.00 yr.
"	2 at 1,000.00 yr.
"	3 at 800.00 yr.
"	2 at 700.00 yr.
Visitor (temporary),	1 at 720.00 yr.
" "	1 at 600.00 yr.

HOSPITALS FOR CONSUMPTIVES.

A. TRUSTEES AND SECRETARY.

1. *General Information.*

(a) The Board of Trustees of Hospitals for Consumptives was established by chapter 474 of the Acts of 1907, and by chapter 491 of the Acts of 1910 was given its present title, also being authorized to employ clerical assistance and to incur such necessary traveling and other expenses as may be approved by the Governor and Council.

(b) The office of the Board is at 3 Joy Street, Boston.

(c) Excluding those at institutions, the Board had on July 1, 1914, 13 officials and employees.

(d) The appropriation for the work of the Board, exclusive of the sanatoria, during 1914 was \$11,550.

2. *Functions, Powers and Duties.*

The trustees control and direct the four State sanatoria for tuberculous persons, and have certain other duties in connection with the work of the Commonwealth in the treatment of tuberculosis.

The Board was originally created to construct the three sanatoria other than that at Rutland, but their duties are now mainly administrative. The act creating the Board gives it the same powers and requires it to perform the same duties, in the management and control of the sanatoria, as are vested in and required of the trustees of State hospitals. (For a detailed account of these, see page 364.) The Board is authorized to "appoint the physicians, assistants and employees necessary for the proper administration of the affairs of said sanatoriums, and may incur all expenses necessary for the maintenance of the same. They may also establish out-patient departments, and may disseminate information as to the best methods of combating the disease." (Acts of 1907, chapter 474, section 9.) Further duties in relation to the sanatoria are defined in section 11 of the same act as follows: —

SECTION 11. There shall be a thorough visitation of said sanatoriums by two of the trustees thereof monthly, and by a majority of them quarterly, and by the whole board semi-annually, and at, or immediately after, each visitation a written report of the state of the institution shall be drawn up, which shall be presented at the annual meeting to be held between the first

day of October and the first day of November. At the annual meeting the trustees shall make a detailed report in the manner required of the trustees of the state insane hospitals, and shall audit the report of the treasurer, which shall be presented at said annual meeting, and shall transmit it with their annual report to the governor and council.

The act creating the Board provides (section 10) that the charges for the support of each inmate at a State sanatorium shall be \$4 a week payable quarterly. Patients or their kindred are liable for these charges if able to pay; otherwise, if they have a settlement within the Commonwealth the place of their settlement is liable, unless security to the satisfaction of the trustees is given for their support. Those having no settlement and unable to pay the charges are maintained at State expense, but the amount may afterward be recovered from any kindred under legal obligation to support such patients, or from the place of their settlement if it is ascertained.

In addition to its duties in relation to the State hospitals for consumptives, the Board has imposed upon it certain other duties in connection with tuberculosis hospitals established by cities and towns. The statute defining these duties reads as follows: —

CHAPTER 597, ACTS OF 1911 (AS AMENDED BY CHAPTER 637, ACTS OF 1912).

SECTION 1. Every city or town which places its patients suffering from tuberculosis in a municipal or incorporated tuberculosis hospital in this commonwealth, or in a building or ward set apart for patients suffering from tuberculosis by a municipal or incorporated hospital in this commonwealth, shall be entitled to receive from the commonwealth a subsidy of five dollars a week for each patient who is unable to pay for his support, or whose kindred bound by law to maintain him are unable to pay for the same; but a city or town shall not become entitled to this subsidy unless, upon examination authorized by the trustees of hospitals for consumptives, the sputum of such patients be found to contain bacilli of tuberculosis, nor unless the hospital building or ward be approved by said trustees, who shall not give such approval unless they have by authority of law, or by permission of the hospital, full authority to inspect the same at all times. Said trustees may at any time withdraw their approval.

SECTION 2. Said trustees of hospitals for consumptives shall certify in the case of each hospital, building or ward, approved by them as provided in the preceding section the number of patients for whom the city or town is entitled to the subsidy, and upon such certification the subsidy shall be paid from the treasury of the commonwealth in the same manner in which other claims against the commonwealth are paid.

3. *General Supervision.*

General supervision over the work of this Board is exercised by the State Board of Charity, as described on page 314 of this report. The State Board is required, when directed by the Governor, to assume and exercise the powers of the trustees.

4. *Control and Direction.*

Control and direction of the four sanatoria, and of the secretary's office, are vested in the Board, which consists of seven members appointed by the Governor, subject to confirmation by the Council, for terms of five years. In the years 1912 and 1913 and every fifth year thereafter, two members are to be appointed, in other years, one member. The present membership of the Board, with the dates when the terms of the several members expire, is as follows: —

Walter C. Bailey, M.D., *Chairman*, Boston, June, 1917.

Arthur Drinkwater, Cambridge, June, 1914.¹

George A. Dunn, Gardner, June, 1916.

Mrs. Sylvia B. Knowlton, West Newton, June, 1915.

Daniel L. Prendergast, Brookline, June, 1916.

Albert C. Getchell, M.D., Worcester, June, 1913.¹

Simon Swig, Taunton, June, 1917.

The members serve without compensation.

During 1913 the standing committees appointed were those required by law to visit the various hospitals. Certain temporary committees were also appointed.

The trustees are responsible to the Governor and Council, the law (chapter 474, Acts of 1907) providing that "The governor may, with the advice and consent of the council, remove any member of said board, and may appoint any person to fill for the unexpired term any vacancy occurring by resignation or removal, or for any other cause."

5. *Management.*

The executive work of the Board is performed by a secretary, appointed by the Board to hold office during its pleasure. The present secretary is John B. Hawes, 2d, M.D., whose salary is \$2,500 a year. His principal duties are as follows: —

¹ No successors had been appointed on Sept. 1, 1914.

1. To act on all applications of persons seeking admission to the State sanatoria, and to advise and assist such persons to receive proper treatment in the many instances where they are unable to gain immediate admission to the State institutions.

2. To supervise and direct the work of the agent of the Board who investigates the city and town institutions which seek the State subsidy for the care of tubercular persons.

3. To personally visit the State sanatoria and also those city and town institutions which receive or seek the State subsidy. These visits are not made at any specified time nor periodically, and are practically limited to investigating requests for State subsidy at such times as these requests are received, and to investigating complaints or criticisms.

4. To furnish information to physicians and others concerning the care of persons suffering from tuberculosis and concerning the maintenance of institutions for such persons.

5. To act as the representative of the Board at conferences and meetings of societies, associations, etc., relative to tuberculosis.

6. To supervise the office force and the agents employed by the Board for special duties.

6. *Organization, Classes of Officials and Employees and Rates of Compensation.*

The employees of the Board other than those at the sanatoria are five in number, including the Board's secretary. Their titles and rates of compensation on Aug. 1, 1913, are shown in the following statement: —

Trustees of Hospitals for Consumptives (seven persons unpaid): —

Secretary of the Board,	1 at \$2,500.00 yr.
I. Stenographer and chief clerk,	1 at 1,200.00 yr.
Stenographer,	1 at 600.00 yr.
II. Visitor (investigating claims for State subsidy for tuberculous persons under chapter 597, Acts of 1911, and chapter 637, Acts of 1912),	1 at 1,200.00 yr.
III. Social worker (directing after-care of discharged patients),	1 at 1,200.00 yr.

B. RUTLAND STATE SANATORIUM.

1. *Functions and General Information.*

(a) The Rutland State Sanatorium is maintained for the care and treatment of persons suffering from pulmonary tuberculosis. It was authorized by chapter 503, Acts of 1895, and opened in October, 1898. When established it had a separate Board of Trustees; but upon the creation of the trustees of Hospitals for Consumptives in 1907, provision was made for the appointment of certain of the Rutland trustees to the general Board, and when the other three sanatoria were completed the separate Board of Trustees for the Rutland institution was abolished, control and direction being given to the trustees of Hospitals for Consumptives.

(b) Located in the town of Rutland.

(c) Land area Nov. 30, 1913, was 365 acres.

(d) The total valuation of land, buildings, equipment and stock, Nov. 30, 1913, was \$566,710.03.

(e) The average number of patients during 1913 was 348. The normal capacity of the institution Nov. 30, 1913, was 354.

(f) Number of officials and employees July 1, 1914, was 247.

(g) The appropriation for expenses for 1914 was \$195,316.

2. *Management.*

The institution is managed by a superintendent elected for an indefinite term by the trustees of Hospitals for Consumptives. He is the executive officer and treasurer of the sanatorium, is responsible to the trustees and may be removed by them. The present superintendent is Elliott Washburn, M.D., whose salary is \$2,500 a year with maintenance.

With exception of the housekeeper, the principal officials of the institution are appointed by the trustees, sometimes on the superintendent's nomination. The housekeeper is appointed by the superintendent. Subordinate employees are appointed by the superintendent or by the heads of departments.

3. *Organization, Classes of Officials and Employees and Rates of Compensation.*

The officials and employees of the institution are organized into nine main groups or divisions, the head of each of these being directly responsible to the superintendent. Following is a list of employees reporting to the superintendent, showing the

head of each group or division and the number of persons employed therein on Aug. 1, 1913:—

Superintendent and treasurer,	1
I. Medical service,	7
II. Clerk and stenographer, record office,	2
III. Steward's department,	60
IV. Superintendent of nurses' department,	81
V. Housekeeper's department,	28
VI. Chief engineer's department,	10
VII. Head carpenter and assistant,	2
VIII. Painter,	1
IX. Head farmer, farm laborers, etc.,	20
Total number of officials and employees,	212

The classes of officials and employees in each group or division, together with the rates of compensation on Aug. 1, 1913, are shown in the following statement:—

NOTE.—All officials and employees receive board and lodging unless otherwise stated.

Superintendent and treasurer,	1 at \$2,500.00 yr.
I. Medical service:—	
A. Assistant superintendent and physician, ¹ ,	1 at 1,500.00 yr.
B. Physician, ¹ ,	1 at 900.00 yr.
C. Physician, ¹ ,	1 at 800.00 yr.
D. Bacteriologist,	1 at 11.50 wk.
Helper,	1 at 5.00 wk.
E. Pharmacist,	1 at 4.00 wk.
F. Interne (supply during vacation),	1 at 4.60 wk.
II. Record office:—	
Clerk,	1 at 9.25 wk.
Stenographer ² (one meal a day),	1 at 10.35 wk.
III. Steward,	1 at 1,500.00 yr.
Bookkeeper,	1 at 8.05 wk.
Clerk and stenographer,	1 at 5.75 wk.
Clerk,	1 at 5.75 wk.
"	1 at 3.45 wk.
Storekeeper,	1 at 8.05 wk.
Helper,	1 at 5.25 wk.
"	1 at 4.50 wk.
"	1 at 4.00 wk.
Butcher ² (three meals a day),	1 at 9.25 wk.
Chef ² (two meals a day),	1 at 19.60 wk.
Second cook ² (two meals a day),	1 at 11.50 wk.
Third cook,	1 at 6.90 wk.
Fireman,	1 at 5.00 wk.

¹ Each physician has charge of the medical care of 117 patients.

² Nonresident; receives no board except as specified.

Helper,	1 at	\$4.00 wk.
Dishwasher,	1 at	3.45 wk.
Baker ¹ (two meals a day),	1 at	18.45 wk.
Assistant baker,	1 at	8.05 wk.
Helper,	1 at	3.45 wk.
Supervisor, large dining room,	1 at	7.00 wk.
Dishwasher,	1 at	4.60 wk.
Serving room girl,	1 at	4.60 wk.
" " "	1 at	3.45 wk.
Head waiter,	1 at	5.75 wk.
Waiters,	7 at	4.00 wk.
"	4 at	3.45 wk.
Supervisor, west and officers' dining rooms,	1 at	5.75 wk.
Dishwasher,	1 at	4.00 wk.
Waiters,	2 at	4.00 wk.
"	3 at	3.45 wk.
Supervisor, help's dining room,	1 at	5.00 wk.
Dishwasher,	1 at	4.00 wk.
Waiters,	2 at	4.00 wk.
"	2 at	3.45 wk.
Supervisor, cleaning department,	1 at	7.00 wk.
Helper,	1 at	4.15 wk.
Supervisor, employees' dormitories,	1 at	5.75 wk.
Supervisor, grounds and shop,	1 at	11.50 wk.
General worker ¹ (two meals a day),	1 at	1.75 day
General worker,	1 at	6.90 wk.
" "	1 at	3.90 wk.
" "	1 at	3.45 wk.
Supervisor, poultry department,	1 at	10.35 wk.
Helper,	1 at	4.60 wk.
Attendant at pavilion,	1 at	3.45 wk.
Night watchman,	1 at	8.05 wk.
IV. Superintendent of nurses and dietitian,	1 at	15.35 wk.
{ Head nurses,	4 at	9.25 wk.
{ Head nurse,	1 at	8.05 wk.
A. { Head nurses,	2 at	8.00 wk.
{ Head nurse,	1 at	6.90 wk.
{ Head nurse,	1 at	4.00 wk.
Nurses,	5 at	9.05 wk.
"	1 at	6.90 wk.
Attendants,	1 at	4.00 wk.
"	3 at	3.00 wk.
"	8 at	2.75 wk.
Orderlies,	1 at	6.90 wk.
"	1 at	4.50 wk.
"	1 at	4.25 wk.
"	1 at	4.00 wk.
"	2 at	3.50 wk.
"	1 at	3.00 wk.
Chart-room workers,	2 at	3.50 wk.

¹ Nonresident; receives no board except as specified.

B.	Assistant dietitian (in charge diet kitchen),	1 at	\$9.25 wk.
	General workers, diet kitchen,	1 at	5.75 wk.
	" " " "	1 at	4.00 wk.
	" " " "	2 at	3.85 wk.
	" " " "	3 at	3.50 wk.
	" " " "	4 at	3.00 wk.
C.	Supervisor, center building,	1 at	5.75 wk.
	General workers (one in sewing room),	4 at	3.50 wk.
D.	Supervisor, wards, rooms and corridors (female),	1 at	5.00 wk.
	General workers (female),	1 at	4.50 wk.
	" " " "	5 at	3.50 wk.
E.	Supervisor, wards, rooms and corridors (male),	1 at	6.45 wk.
	General worker ¹ (male) (two meals a day),	1 at	5.75 wk.
	General workers (male),	1 at	5.75 wk.
	" " " "	1 at	4.60 wk.
	" " " "	1 at	4.50 wk.
	" " " "	1 at	4.00 wk.
	" " " "	10 at	3.50 wk.
	" " " "	1 at	3.00 wk.
F.	House girls, superintendent's rooms,	2 at	4.00 wk.
G.	House girl, superintendent of nurses' rooms,	1 at	3.50 wk.
V.	Housekeeper,	1 at	9.25 wk.
	Supervisor, employees' wards and dormitories,	1 at	4.00 wk.
	General worker, employees' wards and dormitories,	1 at	5.75 wk.
	General worker, employees' wards and dormitories,	1 at	4.50 wk.
	General worker, employees' wards and dormitories,	1 at	4.00 wk.
	General workers, employees' wards and dormitories,	5 at	3.50 wk.
	General workers, employees' wards and dormitories,	4 at	3.25 wk.
	Laundry supervisor,	1 at	8.00 wk.
	Laundryman,	1 at	6.75 wk.
	"	1 at	5.75 wk.
	"	1 at	4.00 wk.
	"	1 at	3.50 wk.
	Laundresses,	2 at	5.50 wk.
	"	1 at	4.50 wk.
	"	1 at	4.25 wk.
	"	4 at	3.50 wk.
	"	1 at	3.15 wk.
VI.	Chief engineer,	1 at	23.00 wk.
	Engineer,	1 at	13.85 wk.

¹ Nonresident; receives no board except as specified.

	Engineers ¹ (two meals a day),	2 at	\$13.85 wk.
	Engineer,	1 at	8.05 wk.
	Fireman ¹ (two meals a day),	1 at	11.50 wk.
	Fireman ¹ (two meals a day),	1 at	10.35 wk.
	Firemen,	1 at	8.05 wk.
	"	2 at	6.90 wk.
VII.	Head carpenter ¹ (one meal a day),	1 at	3.00 day
	Carpenter,	1 at	7.00 wk.
VIII.	Painter ¹ (one meal a day),	1 at	2.65 day
IX.	Head farmer (has use of house),	1 at	17.25 wk.
	Expressman ¹ (two meals a day),	1 at	2.00 day
	Stableman (has use of house),	1 at	2.00 day
	Coachman,	1 at	8.05 wk.
	Coachman (use of house and one meal a day),	1 at	4.15 wk.
	Farm laborer, ¹	1 at	1.75 day
	Farm laborer ¹ (two meals a day),	1 at	1.75 day
	Farm laborer ¹ (two meals a day),	1 at	1.50 day
	Farm laborers,	1 at	8.05 wk.
	" "	2 at	6.90 wk.
	" "	2 at	6.45 wk.
	" "	6 at	5.75 wk.
	" "	1 at	3.50 wk.

C. NORTH READING STATE SANATORIUM.

1. *Functions and General Information.*

(a) North Reading State Sanatorium is maintained for the care and treatment of patients suffering with pulmonary tuberculosis. It was authorized by chapter 474, Acts of 1907, and first opened in September, 1909.

(b) Located in North Reading; post-office address, North Wilmington.

(c) Land area Nov. 30, 1913, was 98 acres.

(d) Valuation of land, buildings, equipment and stock, Nov. 30, 1913, was \$156,202.52.

(e) Daily average number of patients during 1913 was 179. Capacity of institution Nov. 30, 1913, was 174.

(f) Number of officials and employees July 1, 1914, was 81.

(g) Appropriation for expenses for 1914 was \$95,975.28.

2. *Management.*

The institution is managed by and is under the immediate charge of a superintendent appointed by the trustees for an indefinite term. He is responsible to the trustees and may be removed by them. The present superintendent is Carl C. MacCorison, M.D., salary, \$2,500 per annum and maintenance.

¹ Nonresident; receives no board except as specified.

The physicians are appointed by the trustees; the treasurer by the superintendent with the approval of the trustees; all other officials and employees by the superintendent or by the head of a department with the approval of the superintendent.

3. *Organization, Classes of Officials and Employees and Rates of Compensation.*

The employees of the institution are organized into ten main groups or divisions, the head of each of which reports directly to the superintendent. Following is a list of these groups, showing the head of each department and the number employed therein on Aug. 1, 1913:—

Superintendent,	1
I. Office employees,	3
II. Assistant superintendent, head nurse, nurses and attendants (male wards),	7
III. Assistant physician, head nurse, nurses and attendants (female wards),	10
IV. Superintendent of nurses, night supervisor and attendant,	3
V. Bacteriologist,	1
VI. Steward's department,	8
VII. Matron's department,	15
VIII. Chief engineer, assistant engineers, head laundress, etc.,	12
IX. Head carpenter,	1
X. Head farmer, stablemen, farm hands,	11
	—
Total number of officials and employees,	72

The classes of officials and employees in each group or division, together with the rates of compensation on Aug. 1, 1913, are shown in the following statement:—

NOTE.—All officials and employees receive board and lodging, except where stated to the contrary.

Superintendent,	1 at \$2,500.00 yr.
I. Office employees:—	
Treasurer and bookkeeper,	1 at 720.00 yr.
Stenographer,	1 at 420.00 yr.
Stenographer ¹ (two meals a day),	1 at 300.00 yr.
II. Assistant superintendent and physician (charge of male patients),	1 at 1,400.00 yr.
Head nurse, male wards, ²	1 at 480.00 yr.
Nurses and attendants,	1 at 360.00 yr.
" " "	4 at 300.00 yr.

¹ Nonresident; receives no board except as specified.

² Receives certain directions from superintendent of nurses.

III.	Assistant physician (charge female patients),	1 at	\$900.00 yr.
	Head nurse, female wards, ¹	1 at	480.00 yr.
	Nurses and attendants,	3 at	420.00 yr.
	" " "	2 at	300.00 yr.
	" " "	3 at	240.00 yr.
IV.	Superintendent of nurses, ²	1 at	720.00 yr.
	Night supervisor (temporarily filling position),	1 at	480.00 yr.
	Attendant,	1 at	300.00 yr.
V.	Bacteriologist,	1 at	300.00 yr.
VI.	Steward,	1 at	600.00 yr.
	Chef,	1 at	840.00 yr.
	Second cook,	1 at	420.00 yr.
	Pastry cook,	1 at	480.00 yr.
	Pastry cook's helper,	1 at	360.00 yr.
	Kitchen fireman,	1 at	360.00 yr.
	Kitchenman,	1 at	360.00 yr.
	General worker,	1 at	300.00 yr.
VII.	Matron,	1 at	540.00 yr.
	Assistant matron,	1 at	300.00 yr.
	Dishwasher,	1 at	300.00 yr.
	Domestic,	1 at	240.00 yr.
	Head waitress,	1 at	240.00 yr.
	Waiters,	1 at	240.00 yr.
	"	2 at	216.00 yr.
	Waitresses,	2 at	300.00 yr.
	Waitresses (one temporary),	5 at	240.00 yr.
VIII.	Chief engineer ³ (two meals a day),	1 at	1,200.00 yr.
	Assistant engineer ³ (one meal a day),	1 at	900.00 yr.
	Assistant engineers ³ (one meal a day) (one temporary),	2 at	780.00 yr.
	Assistant engineers,	2 at	520.00 yr.
	General worker,	1 at	520.00 yr.
	General worker ³ (two meals a day),	1 at	420.00 yr.
	Head laundress,	1 at	360.00 yr.
	Laundryman,	1 at	360.00 yr.
	Laundresses,	2 at	300.00 yr.
IX.	Head carpenter ³ (two meals a day),	1 at	840.00 yr.
X.	Head farmer ³ (two meals a day),	1 at	780.00 yr.
	Stableman ³ (two meals a day),	1 at	360.00 yr.
	Stableman, ³	1 at	1.75 day
	Teamster,	1 at	408.28 yr.
	Farm hand,	1 at	300.00 yr.
	Farm hands ³ (one temporary),	6 at	1.75 day

¹ Receives certain directions from superintendent of nurses.

² Has charge of hiring and discharging all nurses and attendants subject to superintendent's approval; also of their discipline and assignment; receives from physicians reports and complaints relative to the work of nurses and attendants.

³ Nonresident; receives no board except as specified.

D. LAKEVILLE STATE SANATORIUM.

1. *Functions and General Information.*

(a) Lakeville State Sanatorium is maintained for the care and treatment of patients suffering with pulmonary tuberculosis. It was authorized by chapter 474, Acts of 1907, and first opened in January, 1910.

(b) Located in the town of Lakeville; post-office address, Middleborough, Mass.

(c) Land area Nov. 30, 1913, was 75 acres.

(d) Valuation of land, buildings, equipment and stock, Nov. 30, 1913, was \$160,150.80.

(e) Daily average number of patients during 1913 was 195. Capacity of institution Nov. 30, 1913, was 240.

(f) Number of officials and employees July 1, 1914, was 76.

(g) Appropriation for expenses for 1914 was \$112,970.

2. *Management.*

The institution is managed by and is under the immediate charge of a superintendent elected by the trustees of Hospitals for Consumptives for an indefinite term. He is responsible to the trustees and may be removed by them. The present superintendent is Sumner Coolidge, M.D., salary, \$2,500 a year with maintenance.

Two physicians are appointed by the trustees; and all other officials and employees are appointed by the superintendent with the approval of the trustees, or by the head of a department with the approval of the superintendent.

3. *Organization, Classes of Officials and Employees and Rates of Compensation.*

The officials and employees at this institution are organized into eight groups or divisions, the head of each group or division being directly responsible to the superintendent. Following is a list of employees reporting directly to the superintendent, showing the head of each division and the number of persons employed therein on Aug. 1, 1913:—

Superintendent and treasurer,	1
I. Assistant superintendent and physician, nurses, attendants, etc. (men's wards),	11
II. Physician, nurses, attendants, etc. (women's wards),	9
III. Steward, office employees, cooks, etc.,	22

IV.	Matron, assistant matron, domestics, etc.,	13
V.	Chief engineer and assistants,	5
VI.	Head farmer and farm hands,	6
VII.	Carpenter,	1
VIII.	Painter,	1

Total number of officials and employees, 69

The classes of officials and employees in each group or division, together with the rates of compensation on Aug. 1, 1913, are shown in the following statement:—

NOTE.—All officials and employees receive board and lodging unless otherwise stated.

Superintendent,	1 at \$2,500.00 yr.
I. Assistant superintendent and physician (in charge men's ward),	1 at 1,400.00 yr.
Head nurse (men's ward),	1 at 480.00 yr.
Nurses,	2 at 420.00 yr.
Attendants,	2 at 300.00 yr.
Orderlies,	1 at 360.00 yr.
"	2 at 300.00 yr.
Night nurse,	1 at 420.00 yr.
Dishwasher,	1 at 216.00 yr.
II. Physician (in charge women's ward),	1 at 900.00 yr.
Head nurse (women's ward),	1 at 480.00 yr.
Nurse,	1 at 420.00 yr.
Attendant,	1 at 360.00 yr.
"	1 at 300.00 yr.
Orderly,	1 at 336.00 yr.
Dishwasher,	1 at 216.00 yr.
Head night nurse (has charge in men's ward also),	1 at 420.00 yr.
Night nurse,	1 at 360.00 yr.
III. Steward ¹ (some meals),	1 at 1,200.00 yr.
Stenographer,	1 at 600.00 yr.
Clerk,	1 at 360.00 yr.
Office assistant,	1 at 360.00 yr.
Meat cutter and general man, ^{1,2}	1 at 600.00 yr.
Storeroom helper,	1 at 480.00 yr.
Chef,	1 at 960.00 yr.
Assistant cook,	1 at 480.00 yr.
Kitchenman,	1 at 420.00 yr.
Baker,	1 at 480.00 yr.
Head laundryman,	1 at 600.00 yr.
Laundryman,	1 at 300.00 yr.
Laundress,	1 at 360.00 yr.
"	1 at 300.00 yr.

¹ Nonresident; receives no board except as specified.

² Sometimes works on farm.

	Head porter ¹ (title "domestic") (one meal a day),	1 at	\$720.00 yr.
	Porters (title "domestics"),	1 at	420.00 yr.
	" " "	2 at	360.00 yr.
	Expressman ¹ (one meal a day),	1 at	540.00 yr.
	Teamster,	1 at	360.00 yr.
	Laborer (temporary),	1 at	360.00 yr.
	Night watchman,	1 at	360.00 yr.
IV.	Matron,	1 at	480.00 yr.
	Assistant matron,	1 at	300.00 yr.
	Waiters,	1 at	360.00 yr.
	" " "	5 at	216.00 yr.
	Domestics,	2 at	264.00 yr.
	" " "	3 at	216.00 yr.
V.	Chief engineer,	1 at	900.00 yr.
	First assistant engineer,	1 at	720.00 yr.
	Engineer,	1 at	720.00 yr.
	Engineer, ¹	1 at	720.00 yr.
	Engineer,	1 at	600.00 yr.
VI.	Head farmer,	1 at	900.00 yr.
	Farm hands,	4 at	420.00 yr.
	" " "	1 at	360.00 yr.
VII.	Carpenter,	1 at	720.00 yr.
VIII.	Painter,	1 at	420.00 yr.

E. WESTFIELD STATE SANATORIUM.

1. *Functions and General Information.*

(a) Westfield State Sanatorium is maintained for the care and treatment of patients suffering with pulmonary tuberculosis. It was authorized by chapter 474, Acts of 1907, and first opened in February, 1910.

(b) Located in the town of Westfield.

(c) Land area Nov. 30, 1913, was 178 acres.

(d) Valuation of land, buildings, stock and equipment, Nov. 30, 1913, was \$166,439.

(e) Daily average number of patients during 1913 was 183. Capacity of institution Nov. 30, 1913, was 183.

(f) Number of officials and employees July 1, 1914, was 94.

(g) Appropriation for expenses for 1913 was \$128,426.43.

2. Management.

The institution is managed by and is under the immediate charge of a superintendent elected by the trustees of Hospitals for Consumptives for an indefinite term. He is responsible to

¹ Nonresident; receives no board except as specified.

the trustees and may be removed by them. The present superintendent is Henry D. Chadwick, M.D., salary, \$2,500 a year and maintenance.

The physicians are appointed by the trustees. All other officials and employees are appointed by the heads of the departments with the approval of the superintendent or directly by the superintendent.

3. *Organization, Classes of Officials and Employees and Rates of Compensation.*

The officials and employees of the sanatorium are organized into eight main groups or divisions, each of which is directly responsible to the superintendent. Following is a list of all employees reporting to the superintendent, showing the head of each department and the number employed therein on Aug. 1, 1913: —

Superintendent,	1
I. Office employees,	3
II. Assistant superintendent and physician, head nurse, nurses, etc. (male wards),	7
III. Assistant physician, head nurse, nurses, etc. (female wards),	13
IV. Steward's department,	30
V. Chief engineer, assistant engineers, firemen,	5
VI. Foreman of dairy and stable, and teamsters, etc.,	9
VII. Gardener, farm hands, laborers,	6
VIII. Head carpenter, carpenters, laborers,	23
Total number of officials and employees,	97

The classes of officials and employees in each group or division, together with the rates of compensation on Aug. 1, 1913, are shown in the following statement: —

NOTE. — All officials and employees receive board and lodging unless otherwise stated.

Superintendent,	1 at \$2,500.00 yr.
I. Office employees: —	
Bookkeeper,	1 at 50.00 mo.
Stenographer,	1 at 1.16 day
General worker,	1 at 20.00 mo.
II. Assistant superintendent and physician,	1 at 1,400.00 yr.
Head nurse (male wards),	1 at 1.32 day
Nurse,	1 at 1.16 day
Diet kitchen maid,	1 at .66 day
Orderlies,	3 at .66 day

III.	Assistant physician,	1 at	\$900.00 yr.
	Head nurse (female wards),	1 at	1.32 day
	Nurses,	2 at	1.16 day
	"	1 at	.99 day
	Ward maid,	1 at	.83 day
	" "	1 at	21.75 mo.
	" "	1 at	.66 day
	Diet kitchen maid,	1 at	.66 day
	Orderly,	1 at	.83 day
	Head night nurse,	1 at	45.00 mo.
	Night nurse,	1 at	1.32 day
	Night nurse (male wards),	1 at	.83 day
IV.	Steward,	1 at	3.29 day
	Housekeeper,	1 at	1.65 day
	Waiters,	1 at	30.00 mo.
	"	1 at	27.00 mo.
	"	1 at	.99 day
	"	3 at	.66 day
	Domestics,	1 at	25.00 mo.
	"	2 at	.83 day
	Dishwasher,	1 at	.66 day
	General worker,	1 at	25.00 mo.
	" "	1 at	.99 day
	" "	1 at	.83 day
	" "	1 at	.66 day
	Chef,	1 at	2.75 day
	Second cook,	1 at	.99 day
	Kitchen workers,	2 at	.83 day
	Baker ¹ (three meals a day),	1 at	2.47 day
	Baker's assistant,	1 at	.90 day
	Laundryman,	1 at	1.65 day
	Laundryman,	1 at	.83 day
	Laundress,	1 at	7.00 wk.
	"	1 at	6.00 wk.
	"	1 at	5.00 wk.
	General worker, storeroom,	1 at	1.48 day
	Painter ¹ (one meal a day),	1 at	20.00 wk.
	Carpenter,	1 at	13.50 wk.
V.	Chief engineer ¹ (one meal a day),	1 at	3.29 day
	Assistant engineer ¹ (one meal a day),	1 at	2.31 day
	Assistant engineer, ¹	1 at	1.92½ day
	Firemen,	2 at	1.92½ day
VI.	Foreman of dairy, stable and piggery,	1 at	1.65 day
	Laborer, ¹	1 at	1.75 day
	Teamsters,	5 at	.99 day
	Farm hand,	1 at	.99 day
	Farm hand ¹ (one meal a day),	1 at	.80 day
VII.	Gardener ¹ (one meal a day),	1 at	3.00 day
	Farm hand ¹ (one meal a day),	1 at	5.00 wk.
	Farm hand, ¹	1 at	.60 day
	Laborers, ¹	3 at	1.75 day

¹ Nonresident; receives no board except as specified.

VIII. Carpenter (temporary),	1 at	\$5.00 day
Carpenter ¹ (temporary),	1 at	2.31 day
Carpenters ¹ (temporary),	5 at	.44½ hr.
Carpenters (temporary),	2 at	.37½ hr.
Carpenters ¹ (temporary),	2 at	.28½ hr.
Carpenter (temporary),	1 at	.25 hr.
Laborer ¹ (temporary),	1 at	2.25 day
Laborers ¹ (temporary),	10 at	2.00 day

NORFOLK STATE HOSPITAL.

1. *Functions and General Information.*

(a) Norfolk State Hospital is maintained for the care and treatment of curable cases of inebriety and drug addiction, and the custody of incurable cases. The law regulating the support of patients in institutions under the supervision of the State Board of Insanity applies to this institution. (See page 377.) It was authorized by chapter 635, Acts of 1910 (approved June 15), and named by chapter 530, Acts of 1912. By chapter 358, Acts of 1914, the institution was placed under charge of a separate board of trustees. The first patients were received by transfer from Foxborough State Hospital, Aug. 1, 1911.

(b) The main location is in the town of Norfolk, but a part of the land comprising the institution is in the town of Walpole.

(c) Land area Nov. 30, 1913, was 1,006 acres.

(d) Valuation of land, buildings, equipment and stock, Nov. 30, 1913, was \$96,995.20.

(e) Average number of patients during 1913 was 58. Capacity of institution Nov. 30, 1913, was 97.

(f) Number of officials and employees July 1, 1914, was 80.

(g) Appropriation for expenses for 1914 was \$117,450.

2. *General Supervision.*

General supervision over this institution is exercised by the State Board of Charity, as described on page 314 of this report.

3. *Control and Direction.*

Control and direction of the institution are vested in a board of seven trustees, one of whom is annually appointed by the Governor, with the advice and consent of the Council, for a term of seven years. These trustees were formerly the trustees of the

¹ Nonresident; receives no board except as specified.

Foxborough State Hospital, but by chapter 358, Acts of 1914, they were divested of their powers and duties respecting that institution and made trustees of the Norfolk Hospital only. They are unpaid, but are allowed their necessary expenses. The names and residences of the trustees on Aug. 1, 1914, with the dates of expiration of their respective terms, were as follows: —

Robert A. Woods, Esq., *Chairman*, Boston, February, 1919.

William H. Prescott, M.D., *Secretary*, Boston, February, 1915.

W. Rodman Peabody, Esq., Cambridge, February, 1920.

Edwin Mulready, Rockland, February, 1916.

Col. Frank L. Locke, Malden, February, 1918.

Philip R. Allen, Walpole, July, 1921.

John J. Phelan, Boston, February, 1917.

The trustees are responsible to the Governor and may be removed by him, with the consent of the Council, for cause. They have power to make rules and regulations for the government of the institution, and have charge of its general interests. They are required to see that its affairs are conducted according to law and to the rules and regulations which they establish. The trustees are a corporation for the purpose of taking and holding in trust for the Commonwealth any grant or devise of land, and any gift or bequest of money or other personal property, made for the use of the institution of which they are trustees. They may invest the proceeds of such gifts, devises or bequests in notes or bonds adequately secured, or may expend all or part of them for altering old buildings or constructing new ones on land belonging to the institution, subject to the approval of the State Board of Charity, but all such buildings are to belong to the institution and be managed as a part of it.

The trustees are also authorized to appoint a superintendent, treasurer and other necessary officers, and to determine their salaries, subject to the approval of the Governor and Council. They are required to send to the State Board of Charity annually, on or before the third Wednesday in December, an accurate inventory of the amount and value of the stock and supplies on hand as of the thirtieth day of November.

The law prescribes that there shall be thorough visitations of the hospital by two of the trustees monthly, by a majority of them quarterly, and by the whole Board semiannually, and that a written account of the condition of the institution shall be pre-

pared at each visitation. At the annual meeting a full and detailed report of the condition of the institution and all its affairs, including a list of its salaried officers and their salaries, and the inventory previously mentioned, is required to be prepared, to be presented to the Governor and Council on or before the third Wednesday of December. This report and the treasurer's report presented at the same time are made up to and including the 30th of November. The treasurer's report is presented to the Governor and Council with the annual report of the trustees.

4. *Management.*

Management of the institution is in the hands of the superintendent, who is elected by the trustees, and receives a salary of \$4,500 annually with maintenance. The superintendent is responsible to the trustees and may be removed by them. All officials and employees at the hospital except the physicians are appointed and may be discharged by him, subject to the approval of the trustees.

The present superintendent is Irwin H. Neff, M.D., who was formerly superintendent of the Foxborough State Hospital.

5. *Organization, Classes of Officials and Employees and Rates of Compensation.*

The officials and employees at the hospital were organized on Aug. 1, 1913, into two main groups or divisions, the person in charge of each of these being responsible to the superintendent of the Foxborough State Hospital. Since that date, in preparation for opening the hospital for commitments, the force of employees has been greatly increased and the connection of the hospital with the Foxborough Hospital has been entirely terminated, so that the outline of organization here presented does not represent the present situation. The organization on Aug. 1, 1913, is shown in the following outline: —

Board of Trustees, Foxborough State Hospital: —

Superintendent, Foxborough State Hospital: —

I. Assistant physician,	1
Attendant, cooks, laborers,	10
Farm supervisor and laborers,	6
II. Construction foreman, laborers, etc.,	7

Total number of officials and employees,	24
--	----

The classes of officials and employees in each group or division, together with the rates of compensation on Aug. 1, 1913, are shown in the following statement: —

NOTE. — All officials and employees receive lodging and board, except where stated to the contrary.

Superintendent, Foxborough State Hospital: ¹ —

I. Assistant physician,	1 at	\$1,700.00 yr.
Attendant,	1 at	37.00 mo.
Cooks,	2 at	15.00 mo.
Stenographer,	1 at	35.00 mo.
Laborers,	3 at	15.00 mo.
“	2 at	10.00 mo.
“	1 at	8.00 mo.
Farm supervisor, ²	1 at	87.50 mo.
Laborers,	1 at	35.00 mo.
“	1 at	25.00 mo.
“	1 at	20.00 mo.
“	2 at	15.00 mo.
II. Construction foreman,	1 at	3.00 day
Carpenter,	1 at	65.00 mo.
Laborer, ³	1 at	57.50 mo.
Mason, ²	1 at	45.00 mo.
Laborer,	1 at	30.00 mo.
Laborer, ³	1 at	20.00 mo.
Laborer,	1 at	10.00 mo.

MASSACHUSETTS HOSPITAL SCHOOL.

1. *Functions and General Information.*

(a) The Massachusetts Hospital School is maintained for the care and education of crippled and deformed children. It was authorized by chapter 446, Acts of 1904, and first opened in December, 1907.

(b) Located in the town of Canton.

(c) Land area Nov. 30, 1913, was 65 acres.

(d) Total valuation of land, buildings, equipment and stock, Nov. 30, 1913, was \$316,072.13.

(e) Average number of patients during 1913 was 236. Capacity of institution Nov. 30, 1913, was 270.

(f) Number of officials and employees July 1, 1914, was 94.

(g) Appropriation for expenses for 1914 was \$85,239.

¹ No extra compensation.

² Nonresident; receives no board.

³ Working under special appropriation.

2. General Supervision.

The State Board of Charity exercises general supervision over this institution as described on page 314 of this report.

3. Control and Direction.

Control and direction of the institution are vested in an unpaid Board of five trustees, appointed by the Governor, with the advice and consent of the Council, for a term of five years, one member being appointed each year. The names and residences of the trustees on July 1, 1914, with the dates of expiration of their several terms, were as follows: —

Dr. Edward H. Bradford, *Chairman*, Boston, December, 1914.
 Leonard W. Ross, *Secretary*, Boston, December, 1916.
 Alfred S. Pinkerton, Worcester, December, 1915.
 William F. Fitzgerald, Brookline, December, 1918.
 Walter C. Baylies, Taunton, December, 1917.

The trustees may be held responsible for the administration of the institution by the Governor and Council, the law (chapter 446, Acts of 1904) which authorized the establishment of the school providing that "Any such trustee may be removed by the governor, with the advice and consent of the council."

The nature and extent of the authority exercised by the trustees are defined by law in sections 3, 4, 5 and 8 of chapter 446, Acts of 1904.

SECTION 3. The trustees shall be a corporation for the same purposes for which the trustees of each of the state insane hospitals are made a corporation by section twenty-three of chapter eighty-seven of the Revised Laws, with all the powers necessary to carry said purposes into effect.

SECTION 4. The trustees shall select a site for the school and home; and shall have power to purchase land therefor, subject to the approval of the governor and council, and to erect on such land suitable buildings to hold not less than three hundred children and the officers, employees and attendants, and to provide for the equipment and furnishing of said buildings: provided, however, that the expenditure for carrying out the purposes of this act shall not exceed three hundred thousand dollars. No expenditure shall be made for the erection of buildings except for plans therefor, until the plans have been approved by the governor and council, and no such approval shall be given unless the governor and council shall be satisfied that the cost of the real estate and the erection and completion of buildings and the equipment and furnishing of the same, so as to be ready for occupancy, will not exceed three hundred thousand dollars. The trustees shall have authority to make all contracts and employ all agents necessary to carry into effect the provisions of this act.

SECTION 5. The trustees shall have the same powers and shall be required to perform the same duties in the management and control of the said school and home, as are vested in, and required of, the trustees of the various state insane hospitals under chapter eighty-seven of the Revised Laws, so far as said chapter is applicable.

SECTION 8. The trustees may appoint, and, subject to the approval of the governor and council, may fix the salaries of all persons necessary for the proper administration of the affairs of the school and home, and may incur all expenses necessary for the maintenance of the school and home.

Regular meetings of the Board are held at the institution on the second Monday of each month, and special meetings are called when necessary. Standing committees for 1913 were as follows: —

Medical and Surgical. — Edward H. Bradford, M.D.

Education, Vocation and Employment of Pupils. — Alfred S. Pinkerton, Leonard W. Ross, Walter C. Baylies.

Finance. — William F. Fitzgerald.

Farm, Stable and Grounds. — Leonard W. Ross, Alfred S. Pinkerton.

4. *Management.*

The institution is managed by and is under the immediate charge of a superintendent, appointed by the trustees for an indefinite term. He is responsible to and may be removed from office by them. The present superintendent is John E. Fish, M.D., salary, \$2,750 per annum and maintenance.

The assistant physicians are appointed by the trustees. All other officials and employees are appointed by the superintendent with the approval of the trustees.

5. *Organization, Classes of Officials and Employees and Rates of Compensation.*

The officials and employees of the institution are organized into eleven main groups or divisions, each of which is directly responsible to the superintendent. Following is a list of all employees reporting to the superintendent, showing the head of each department and the number employed therein on Aug. 1, 1913: —

Superintendent,	1
I. Head clerk and assistants,	3
II. Senior assistant physician, head nurse, nurse maids, attendants, cobbler, head laundryman, etc.,	18
III. Junior assistant physician, nurse maids, etc.,	13
IV. Dentist,	1

V. Head teacher, grade teachers, sewing teacher, seamstresses, etc.,	7
VI. Housekeeper's department,	14
VII. Chief engineer and assistants,	4
VIII. Carpenter, painters, laborers, etc.,	6
IX. Porter,	1
X. Night watchman,	1
XI. Farmer's department,	7
Total number of officials and employees,	76

The classes of officials and employees in each group or division, together with the rates of compensation on Aug. 1, 1913, are shown in the following statement: —

NOTE. — All officials and employees receive board and lodging, except where stated to the contrary.

Superintendent,	1 at \$2,750.00 yr.
I. Head clerk,	1 at 700.00 yr.
Assistant clerk,	1 at 30.00 mo.
" "	1 at 25.00 mo.
II. Assistant physician,	1 at 700.00 yr.
A. Head nurse,	1 at 600.00 yr.
Attendant (charge boys' cottage),	1 at 32.50 mo.
Nurse maid (charge boys' cottage),	1 at 27.50 mo.
Attendant (industrial building),	1 at 30.00 mo.
Nurse maid (industrial building),	1 at 25.00 mo.
Nurse maid (charge east ward),	1 at 27.50 mo.
Attendants,	2 at 30.00 mo.
"	1 at 25.00 mo.
Nurse maids,	2 at 25.00 mo.
" "	1 at 20.00 mo.
B. Cobbler, ¹	1 at 50.00 mo.
C. Head laundryman,	1 at 30.00 mo.
Laundress,	1 at 30.00 mo.
"	1 at 25.00 mo.
"	1 at 22.50 mo.
III. Assistant physician,	1 at 500.00 yr.
Head nurse. (On vacation without pay August 1. Duties of position performed by head nurse under physician in No. II., with assistance from nurses on ward service): —	
Nurse maid (charge infirmary),	1 at 27.50 mo.
Nurse maids,	2 at 25.00 mo.
" "	1 at 20.00 mo.
Nurse maid (charge domestic science building),	1 at 35.00 mo.

¹ Nonresident; receives no board except as specified.

	Relief nurse maid (also acts as relief assistant in other buildings), . . .	1 at	\$5.00 wk.
	Nurse maid (charge west ward), . . .	1 at	27.50 mo.
	Nurse maid (on vacation Aug. 1, 1913),	1 at	25.00 mo.
	Nurse maids,	4 at	20.00 mo.
IV.	Dentist ¹ (part time),	1 at	5.00 ²
V.	Head teacher (on vacation August 1): —		
	Art teacher (absent August 1).		
	Primary teacher (on vacation August 1).		
	Intermediate teacher,	1 at	35.00 mo.
	Summer vacation teacher,	1 at	45.00 mo.
	Music teacher ¹ (part time) (one meal a week),	1 at	3.50 ²
	Sewing teacher (substituting as housekeeper on August 1).		
	Head seamstress (charge sewing rooms), . . .	1 at	27.50 mo.
	Seamstresses,	2 at	20.00 mo.
	Seamstress (part time) (two meals a week),	1 at	1.50 day
VI.	Housekeeper,	1 at	40.00 mo.
	Baker ¹ (works on an average of four days a week, receives two meals a day), . . .	1 at	2.49 day
	Cook,	1 at	8.25 wk.
	Assistant,	1 at	27.50 mo.
	Housemaids,	3 at	27.50 mo.
	"	3 at	20.00 mo.
	"	1 at	5.00 wk.
	"	1 at	4.50 wk.
	Housemaid (temporary),	1 at	4.00 wk.
	Housemaid,	1 at	4.00 wk.
VII.	Chief engineer,	1 at	1,000.00 yr.
	Assistant engineer ¹ (one meal a day), . . .	1 at	60.00 mo.
	Firemen ¹ (one meal a day),	2 at	12.00 wk.
VIII.	Carpenter,	1 at	3.00 day
	Carpenter ^{1, 2} (temporary),	1 at	3.25 day
	Painter,	1 at	35.00 mo.
	Laborers, ^{1, 2}	2 at	2.25 day
	Laborer, ²	1 at	1.75 day
IX.	Porter ¹ (three meals a day),	1 at	40.00 mo.
X.	Night watchman,	1 at	35.00 mo.
XI.	Farmer,	1 at	700.00 yr.
	Assistant farmer,	1 at	35.00 mo.
	Farm hands,	1 at	30.00 mo.
	" "	2 at	25.00 mo.
	Laborers ¹ (temporary),	2 at	2.00 day

¹ Nonresident; receive no board except as specified.² Visit.³ Working under special appropriation.

STATE BOARD OF INSANITY.

1. *General Information.*

(a) The first State authority having any of the powers now exercised by the State Board of Insanity was the Board of State Charities, created by chapter 240, Acts of 1863, and first organized Oct. 7, 1863. This Board was abolished by chapter 291, Acts of 1879, and its work combined with that of other departments under a State Board of Health, Lunacy and Charity which was organized July 1, 1879. This Board became the State Board of Lunacy and Charity upon the establishment of the State Board of Health by chapter 101, Acts of 1886. The State Board of Insanity was established as a separate board by chapter 433, Acts of 1898, and held its first meeting September 21 of that year. It was reorganized, and its authority in regard to institutions previously under its supervision greatly extended, by chapter 762, Acts of 1914.

(b) The office of the Board is in the State House, Boston. Information regarding institutions in its charge will be found in the table, page 376. The Board also controls the care of harmless insane persons placed out in families. On Aug. 1, 1914, there were 315 such patients in its custody.

(c) The number of officials and employees directly responsible to the Board and not employed in institutions on July 1, 1914, was 30.

(d) The total appropriation for the expenses of the Board for 1914 was \$129,450.

2. *Functions, Powers and Duties.*

Before the passage of chapter 762, Acts of 1914, the powers and duties of the State Board of Insanity in connection with public and private institutions for the care and custody of insane and epileptic and feeble-minded persons were largely supervisory. The act referred to, however, gives the Board a large measure of control and direction over these institutions, and correspondingly reduces the powers of the trustees in connection with them. The Board also had, prior to the present year, supervision over a considerable number of inebriates and drug habitués, but the care of such persons is now being concentrated at the Norfolk State Hospital, which is under the supervision of the State Board of Charity. Patients of these classes may, however, still be received at the various hospitals for the

insane. Authority to supervise the hospital cottages for children, a semi-private institution, is also transferred by the act to the State Board of Charity.

The legislation of 1914 gives the Board charge of all insane, feeble-minded and epileptic persons and control of all institutions maintained for the care of such persons, with the exceptions above mentioned. It is also to have charge of any institution which may hereafter be placed under its supervision and control by the Governor and Council. It is authorized, subject to the approval of the Governor and Council, to select the site of any new institution and any land to be taken or purchased by the Commonwealth for any new or existing institution under its supervision and control. It is empowered to direct the construction of new buildings at the various institutions, and to determine their design, and for this purpose it may employ architects and other experts, or may hold competitions for plans and designs. When the Board takes or purchases property it is to take title in the name of the Commonwealth.

If the Board believes an appropriation of more than \$2,000 to be necessary for any new building, or for an addition or repairs to an existing building, or for plumbing, heating, lighting, ventilating, furnishing or equipping any building, it must submit to the General Court, not later than the third Wednesday in January, plans and specifications for the work and an estimate of its cost. Unless admitted for immediate consideration, any bill of this sort presented after the date specified is to be referred to the next General Court. If an appropriation is made for the improvement requested, the Board is required to solicit bids by advertising in such newspapers as it may select, and award the contract to the lowest responsible and eligible bidder.

The appointment of the superintendent and of the treasurer at such institutions is, as formerly, to be made by the trustees, but must now be approved by the Board, whereas formerly no such approval was required. The appointment of subordinate officials, and the employment of other persons at the institution, is also subject to the approval of the Board. The Board is required to make provision for the appointment of such officers in each institution as it may deem necessary, to determine, subject to the approval of the Governor and Council, the salaries of such officers, and to establish by-laws and regulations for the government of the institutions under its charge.

The Board is empowered to license private houses and hos-

pitals for the care and treatment of the insane, epileptic and feeble-minded persons, and persons addicted to the intemperate use of narcotics and stimulants, and to revoke such licenses. No license of this character may be granted unless the Board is satisfied that the person applying for it is a duly qualified physician and has had practical experience in the care and treatment of the class of patients which he desires to receive. Licenses are to expire with the last day of the calendar year in which they are issued, but may be renewed.

The Board is required to make its annual report to the Governor and Council on or before the third Wednesday in January, this report to cover a period up to and including the preceding 30th of November. The report is to contain: —

(a) An accurate account of the receipts and expenditures for each separate institution, of the market value of any products of any institution, and of the labor, if any, performed by the inmates.

(b) An inventory of the property belonging to each institution on the preceding 30th of November.

(c) A classified and tabulated statement of the estimates of the Board for one year ensuing, including estimates for architects' expenses and any extraordinary expenses, and for the taking or purchase of any land, the construction, extension and repair of any building, and the improvement of any ground.

(d) A concise review of the work of the Board for the year preceding, with such suggestions, recommendations and information about the institution and the care of its inmates as the Board considers expedient.

(e) Information embodying the experience of this and other countries as to the best and most successful methods of caring for such persons as come under the supervision and control of the Board.

The Board also retains all the powers which it previously possessed in so far as these have not been replaced by more extensive powers under the new law. The more important of these powers which it previously exercised and still retains are: —

(a) To prescribe the sole forms for commitments and discharges and for statistical returns to be made by the institution.

(b) To keep records of all commitments and discharges, and to investigate the propriety of voluntary admissions.

(c) To deport patients to other States and countries; to dis-

tribute and transfer patients among the several institutions; and to decide claims for support as State charges.

(d) To investigate the question of the sanity and condition of any person restrained for alleged insanity, and to discharge such person if in its opinion he is not insane or can be cared for after discharge without danger to others and with benefit to himself.

(e) To act as a board of appeal in adjusting such differences and complaints as may arise in connection with the conduct of the several institutions.

(f) To divide the State into districts from each of which insane, epileptic or feeble-minded persons are to be committed to certain State hospitals or schools.

Section 6, chapter 504, Acts of 1909, provides that the "board shall encourage scientific investigation by the medical staffs of the various institutions," and "shall publish from time to time bulletins and reports of the scientific and clinical work done therein."

Questions of the discharge of recovered inmates in the institutions, when such inmates have committed or attempted violence to others or are, in the opinion of the superintendent or manager of the institution, dangerous, or likely to become dangerous, must also be determined by the Board.

Certain powers in connection with each State institution are exercised by separate boards of trustees appointed directly by the Governor and Council; the only exception arising in the case of the Worcester Hospital and Worcester Asylum, which have the same Board of Trustees.

The institutions now under the control of the State Board are 13 in number, but authority has been given and an appropriation made for the purchase of land in the metropolitan district upon which another institution is to be constructed. Information as to the location, capacity, valuation, etc., of these institutions is summarized in the table on the following page.

STATE INSTITUTIONS UNDER THE STATE BOARD OF INSANITY.

[Compiled from the annual report of the Board for 1913.]

NAME.	Location.	When opened.	Area occupied (Acres). ¹	Total Valuation. ¹	Average Number of Patients, 1913.	Capacity of Institution. ¹	Average Number employed, 1913.	Appropriation for Expenses, 1914.
Hospitals for the insane:—								
Worcester, ²	Worcester.	Jan., 1833	578	\$2,020,697 27	1,352	1,425	348	\$382,755 61
Boston,	Boston (Dorchester).	Dec., 1839	224	2,251,747 54	1,309	1,287	399	428,498 57
Taunton,	Taunton.	Apr., 1854	333	777,448 06	1,117	1,193	269	291,300 00
Northampton,	Northampton.	Aug., 1858	511	922,259 05	894	819	167	220,783 13
Danvers,	Danvers.	May, 1878	509	1,694,488 49	1,455	1,347	302	355,000 00
Westborough,	Westborough.	Dec., 1886	703	868,087 00	1,241	1,193	332	331,700 00
Foxborough,	Foxborough.	Feb., 1893	103	297,719 77	361	299	79	108,330 00
Medfield,	Medfield.	May, 1896	441	1,615,903 80	1,688	1,542	361	387,694 00
Totals, hospitals,			3,472	\$10,446,320 98	9,417	9,105	2,247	\$2,486,076 31
Asylums for the insane:—								
Worcester Asylum, ³	Worcester.	Oct., 1877	15	\$1,362,247 04 ⁴	1,254 ³	1,342 ³	262 ³	\$327,500 00 ³
Colony,	North Grafton,	Nov., 1902	903	—	—	—	—	—
Gardner Colony,	Gardner.	Oct., 1902	1,608	553,128 97	682	681	125	182,845 12
Totals, asylums,			2,526	\$1,915,376 01	1,938	2,023	387	\$480,345 12
Totals, hospitals and asylums,			5,998	\$12,363,696 99	11,355	11,128	2,634	\$2,966,381 43
Hospital for epileptics:—								
Monson,	Monson.	May, 1896	687	\$688,410 68	911	853	189	\$239,703 00
Schools for the feeble-minded:—								
Massachusetts School for the feeble-minded, Colony,	Waltham.	Oct., 1848	160	\$902,686 93 ⁴	1,487 ⁴	1,483 ⁴	281 ⁴	\$311,320 89 ⁴
Wrentham School,	Templeton.	May, 1900	1,814	—	—	—	—	—
	Wrentham.	June, 1907	495	464,453 39	423	560	67	212,430 00
Totals, schools for the feeble-minded,			2,469	\$1,367,080 32	1,910	2,043	348	\$532,750 89
Totals, all institutions,			9,154	\$14,119,107 99	14,176	14,044	3,171	\$3,729,895 32

¹ Nov. 30, 1913. ² Worcester Hospital and Worcester Asylum under the same Board of Trustees. ³ Total for asylum and colony. ⁴ Total for school and colony.

The State Board of Insanity also exercises supervision over the mental wards or asylum department at the State Infirmiry and over the asylum for the criminal insane (legally entitled the Bridgewater State Hospital) at the State Farm. Since in those cases the main institutions are under the supervision of the State Board of Charity, detailed information about them is included in that part of this report which is devoted to charitable institutions. Information similar to that given in the table for institutions under the control of the State Board of Insanity is here given, so far as possible, for the mental wards at the State Infirmiry and the asylum at the State Farm.

NAME.	Location.	When opened.	Valuation of Buildings and Equipment Nov. 30, 1913.	Average Number of Patients during 1913.	Capacity Nov. 30, 1913.
Mental wards, State Infirmiry.	Tewksbury.	October, 1866	\$444,626 68	716	673
Bridgewater Hospital (part of State Farm).	Bridgewater.	September, 1886	406,565 27	792	818
Totals,	- -	- -	\$853,181 95	1,508	1,491

Adding the totals for these two institutions and the totals for those previously considered, we have the following results: —

Average number of patients in all institutions, 1913,	15,684
Aggregate capacity for all institutions, Nov. 30, 1913,	15,535
Aggregate valuation, all institutions, Nov. 30, 1913,	\$15,272,379.94

The Commonwealth is responsible for the support of all persons committed to these institutions, and such inmates as are unable to pay for their support, and have no kindred under legal obligation to support them from whom their expenses can be recovered, are maintained at State expense. The rate charged is determined by the State Board of Insanity, but may not exceed \$5 per week. If persons liable to pay for the support of an inmate neglect or refuse to do so, suit may be brought in the name of the Treasurer and Receiver-General to recover the amount due. Rates for the maintenance and treatment of persons not State charges (private patients) are fixed by the trustees of the several institutions.

A very large proportion of all inmates of State institutions

under the control of the State Board of Insanity are public charges, to the expenses of whose care and treatment nothing is contributed. A small percentage of the total number of inmates of the institutions are patients whose expenses are paid entirely by themselves or by their relatives and friends. About the same number are reimbursing; that is, they or their relatives or friends are contributing something toward their support. The number and proportion of patients maintained entirely at public expense, those reimbursing the State for part of their expenses, and private patients are shown in the following table:—

CLASS OF INMATES.	STATE CHARGES.		REIMBURSING.		PRIVATE.		Total Average Number.
	Average Number.	Per-centage.	Average Number.	Per-centage.	Average Number.	Per-centage.	
Insane:—							
In public institutions, .	11,488	88.40	737	5.67	771	5.93	12,996
Under family care, .	258	83.50	12	3.88	39	12.62	309
Totals, insane, .	11,746	88.28	749	5.63	810	6.09	13,305
Other classes in public institutions.	2,622	94.73	27	.97	119	4.30	2,768
Totals, all classes, .	14,368	89.39	776	4.83	929	5.78	16,073

3. *Control and Direction.*

The powers vested in the Board are exercised by the Board itself, which also directs the office force, agents, visitors and other persons employed by it in carrying out its powers and performing its duties. The Board consists of three members appointed by the Governor, subject to confirmation by the Council, the first appointments being for one, two and three years, respectively, and those made thereafter to be for a term of three years, one appointment being made each year. The Board is responsible to the Governor, and its members may be removed by him with the consent of the Council. The Governor is required to designate one member as chairman, and the Board is authorized to elect one of the other two members as secretary. At least one member of the Board must, according to law, be "an expert in all matters relating to insanity and to the care and treatment of the insane." All are required to give their full time to the work of the Board.

The salary of the chairman is fixed by statute at \$5,500, and that of each of the other two members at \$5,000 a year. The

members of the present Board with their residences, and the dates of expiration of their several terms, are as follows:—

Michael J. O'Meara, M.D., *Chairman*, Worcester, August, 1917.

L. Vernon Briggs, M.D., *Secretary*, Boston, August, 1916.

Charles E. Ward, *Treasurer*, Buckland, August, 1915.

Before the reorganization of the Board, direction of the details of the work of the department was in the hands of the secretary and executive officer, but the Board now directs the work. The duties and responsibilities of the employees have not yet been definitely fixed, nor have they been organized into groups or divisions. The Board at the present time is considering several plans of reorganization.

4. *Organization, Classes of Officials and Employees and Rates of Compensation.*

On Aug. 1, 1913, before the reorganization, the employees of the State Board of Insanity were organized into nine groups or divisions, the head of each of which reported directly to the executive officer. In some cases a division comprised only a single person. These groups or divisions were as follows:—

Secretary and executive officer,	1
I. Deputy executive officer,	1
II. Assistant to executive officer,	1
III. Pathologist, ¹	1
IV. First clerk and assistants,	6
V. Financial agent and assistants,	5
VI. Supervisory chemist and assistants,	3
VII. Support agent and assistants,	6
VIII. Medical director, family care and assistants,	3
IX. Transportation agents,	2
Total number of officials and employees,	29

The classes of officials and employees in each group or division, together with the rates of compensation on Aug. 1, 1913, are shown in the following statement:—

Secretary and executive officer,	1 at \$5,000.00 yr.
I. Deputy executive officer,	1 at 3,500.00 yr.
II. Assistant to executive officer,	1 at 3,000.00 yr.
III. Pathologist, ¹	1

¹ Receives no salary from this department, but \$3,000 a year as director of Psychopathic Hospital.

IV. First clerk,	1 at \$1,100.00 yr.
Stenographers,	2 at 900.00 yr.
Clerks,	1 at 800.00 yr.
"	2 at 700.00 yr.
V. Financial agent,	1 at 2,500.00 yr.
Cashier,	1 at 1,000.00 yr.
Stenographer,	1 at 800.00 yr.
Clerk,	1 at 900.00 yr.
"	1 at 600.00 yr.
VI. Supervisory chemist (temporary, part time),	1 at 1,000.00 yr.
Chemist,	1 at 2,000.00 yr.
Office boy (half time in main office) (temporary),	1 at 6.00 wk.
VII. Support agent,	1 at 2,200.00 yr.
Visitors,	1 at 1,600.00 yr.
"	2 at 1,300.00 yr.
Stenographer,	1 at 900.00 yr.
Clerk,	1 at 700.00 yr.
VIII. Medical director, family care,	1 at 2,300.00 yr.
Visitor,	1 at 900.00 yr.
"	1 at 800.00 yr.
IX. Transportation agent,	1 at 1,300.00 yr.
" "	1 at 900.00 yr.

WORCESTER STATE HOSPITAL.

1. *Functions and General Information.*

(a) Worcester State Hospital is maintained for the care, control and treatment of the insane. It was authorized by the Resolves of 1830, chapter 83, first session, and first opened Jan. 19, 1833. Purchase of present site and construction of hospital thereon authorized May 9, 1870 (Acts of 1870, chapter 238). Patients removed to present buildings in October, 1877.

(b) Originally occupied the present site of the Worcester State Asylum on Summer Street, Worcester, together with other land in the vicinity; removed in 1877 to present location on Belmont Street (near Lake Quinsigamond), Worcester.

(c) Land area Nov. 30, 1913, was 578 acres.

(d) Total valuation of land, buildings, equipment and stock, Nov. 30, 1913, was \$2,020,697.27.

(e) Average number of patients during 1913 was 1,352. Capacity of institution Nov. 30, 1913, was 1,425.

(f) Number of officials and employees on July 1, 1914, was 397.

(g) Appropriation for expenses for 1914 was \$362,755.61.

2. *Control and Direction.*

Control and direction of the work of this institution was formerly exercised by the Board of Trustees, but by the legislation of 1914, described in detail in the statement for the Board of Insanity, authority in many matters over all the institutions previously under its supervision is transferred to that Board. Thus the Board of Insanity has power to select any land to be taken or purchased by the Commonwealth for any institution; to direct the construction of new buildings and to determine their design; to make rules and regulations for the government of the institutions; and to present annually in its report an estimate of the expenses of each institution as a basis for annual appropriations. The appointments of all officials at the institutions are subject to the Board's approval.

The trustees have charge of the accounts of the hospital, with authority to approve all bills and to pass upon reports by the treasurer. They appoint the superintendent and treasurer, subject to the approval of the State Board. Their other duties are defined by section 8 of chapter 762, Acts of 1914, as follows:—

a. They . . . shall maintain an effective and proper inspection of their respective institutions, and shall from time to time make suggestions to the state board of insanity as to improvements therein, and especially such improvements as will make the administration thereof more effective, economical and humane.

b. The trustees of each institution shall ascertain by actual examination and inquiry, and shall report to the state board of insanity, whether commitments to the institution are made according to law, and whether the affairs of the institution are conducted according to law and according to the rules and regulations established by the board.

c. There shall be thorough visitations of each institution by two of the trustees thereof at least once in two weeks, and by a majority of them quarterly, and by the whole board semi-annually; and after each of such visits a written account of the condition of the institution shall forthwith be transmitted to the state board of insanity.

d. They shall carefully inspect every part of the institution as a board or by committees at least once in two weeks with reference to cleanliness and sanitary condition, the number of persons in seclusion or restraint, dietary matters, and any other matters that may be considered worthy of observation.

e. The trustees shall investigate every sudden death, accident or injury, whether self-inflicted or otherwise, and send a report of the same to the board.

f. All trustees shall have free access to all books, records and accounts pertaining to their respective institutions, and shall be admitted at all times to the buildings and premises thereof.

g. They shall keep a record of their doings, and shall record their visits to the institution in a book kept at the institution for that purpose.

h. They shall personally hear and investigate the complaints and requests of any inmates, officers or employees of the institution, and shall, if they deem the matter of sufficient importance, make written reports to the state board of insanity of their determination of what, if anything, ought to be done in the matter.

i. They shall have power at any time to cause the superintendent or any officer or employee of the institution to appear before them and to answer any questions or to produce any books or documents relative to the institution.

j. The plans and specifications for the construction or substantial alteration of buildings, the site of any new building, the proposed taking or purchase of any new land, and plans for the grading of grounds or other substantial improvements at the institutions of which they are trustees shall be submitted to them, and they shall report thereon to the board within such reasonable time as the board shall fix, and no land shall be taken or purchased, no new building shall be constructed, and no substantial changes made in existing buildings or grounds until the opinion of the trustees thereon has been transmitted, as aforesaid, to the state board of insanity, or until the time fixed therefor, as above provided, shall have expired.

The names and residences of the present trustees, with the dates when their respective terms expire, are as follows:¹ —

T. Hovey Gage, *Chairman*, Worcester, February, 1916.

Georgie A. Bacon, *Clerk*, Worcester, February, 1919.

Lyman A. Ely, Worcester, February, 1915.

Timothy J. Foley, Worcester, February, 1921.

Ellen A. Sheehan, Worcester, February, 1918.

The trustees of this hospital are also trustees of the Worcester State Asylum, including Grafton Colony. The trustees elect annually from their own number a chairman and clerk. Regular meetings of the Board are held at Worcester Hospital once every three months. Two of the trustees inspect the institution each month when the Board meets elsewhere.

4. *Management.*

The institution is managed by and is under the immediate charge of a superintendent elected by the trustees, subject to the approval of the State Board of Insanity, for an indefinite term. The superintendent is also treasurer of the institution, and his appointment to that office is subject to the approval of the State Board. The present superintendent is Ernest V. Scribner, M.D., salary \$3,000 per annum and maintenance. The superintendent appoints the assistant physicians, the steward, matron, farmer and engineer, and selects all other employees,

¹ At the date of this report there were two vacancies.

subject to the approval of the State Board. He may be required to furnish the trustees at any time with such information as they may desire.

5. Organization, Classes of Officials and Employees and Rates of Compensation.

The officials and employees of the hospital are organized into seventeen main groups or divisions, each of which is directly responsible to the superintendent. Following is a list of employees reporting to the superintendent, showing the head of each department and the number employed therein on Aug. 1, 1913:—

Superintendent and treasurer,	1
I. Office employees,	4
II. Pathologist, assistant pathologist, laboratory assistants, stenographers, etc.,	9
III. First assistant physician, industrial attendants, etc.,	5
IV. Assistant physician, superintendent of nurses, supervisors, nurses, etc. (female wards),	50
V. Assistant physician, supervisor, nurses (female wards),	33
VI. Assistant physician, supervisor, nurses (female wards),	10
VII. Assistant physician, supervisors, attendants, etc. (male wards),	52
VIII. Assistant physician, supervisor, attendants, etc. (male wards),	26
IX. Dentist,	1
X. Druggist,	1
XI. Steward's department (including farm),	48
XII. Matron's department,	76
XIII. Chief engineer, assistant engineers, firemen, plumbers, etc.,	12
XIV. Head carpenter and carpenters,	9
XV. Head painter and painters,	6
XVI. Head mason and masons,	3
XVII. Electrician,	1
Total number of officials and employees,	347

The classes of officials and employees in each group or division, together with the rates of compensation on Aug. 1, 1913, are shown in the following statement:—

NOTE. — All officials and employees receive lodging and board, except where stated to the contrary.

Superintendent and treasurer,	1 at \$3,000.00 yr.
I. Office employees:—	
Auditor,	1 at 75.00 yr.
Clerk ¹ (bookkeeper) (one meal a day),	1 at 1,000.00 yr.
Assistant ¹ (one meal a day),	1 at 12.00 wk.
Recording assistant,	1 at 30.00 mo.

¹ Nonresident; receives no board except as specified.

II. Pathologist and medical director ¹ (one meal a day),				1 at	\$2,500.00 yr.
Assistant pathologist ¹ (one meal a day),				1 at	1,400.00 yr.
Laboratory assistant ¹ (one meal a day),				1 at	12.00 wk.
Laboratory assistant,				1 at	10.00 wk.
Utility man,				1 at	25.00 mo.
Stenographer ¹ (one meal a day),				1 at	12.00 wk.
Stenographers ¹ (one meal a day),				2 at	10.00 wk.
Medical clerical assistant ¹ (one meal a day),				1 at	12.00 wk.
III. First assistant physician,				1 at	1,500.00 yr.
Industrial supervisor,				1 at	47.00 mo.
Attendant,				1 at	28.00 mo.
"				1 at	25.00 mo.
"				1 at	23.00 mo.
IV. Assistant physician (female wards),				1 at	1,000.00 yr.
Superintendent of nurses (in general charge of all female nurses),				1 at	1,000.00 yr.
Supervisor,				1 at	30.00 mo.
Nurses,				2 at	27.00 mo.
"				13 at	23.00 mo.
"				6 at	20.00 mo.
Night supervisor (for all female wards),				1 at	35.00 mo.
Nurses,				16 at	23.00 mo.
"				8 at	20.00 mo.
Relief supervisor,				1 at	27.00 mo.
V. Assistant physician (female wards),				1 at	1,000.00 yr.
Supervisor,				1 at	35.00 mo.
Nurses,				11 at	23.00 mo.
"				20 at	20.00 mo.
VI. Assistant physician (female wards),				1 at	800.00 yr.
Supervisor,				1 at	30.00 mo.
Nurses,				1 at	27.00 mo.
"				4 at	23.00 mo.
"				3 at	20.00 mo.
VII. Assistant physician (male wards),				1 at	1,200.00 yr.
Junior physician (assisting),				1 at	800.00 yr.
Supervisor,				1 at	52.00 mo.
Attendants (one female),				4 at	30.00 mo.
Attendants,				1 at	29.00 mo.
"				3 at	27.00 mo.
"				7 at	25.00 mo.
"				6 at	23.00 mo.
Supervisor,				1 at	47.00 mo.
Attendants,				1 at	30.00 mo.
"				2 at	28.00 mo.
"				5 at	25.00 mo.
"				1 at	23.00 mo.
Night supervisor (for all male wards),				1 at	45.00 mo.
Attendants,				2 at	30.00 mo.

¹ Nonresident; receives no board except as specified.

	Attendants,	1 at	\$27.00 mo.
	"	6 at	25.00 mo.
	"	8 at	23.00 mo.
VIII.	Assistant physician (male wards),	1 at	1,000.00 yr.
	Supervisor,	1 at	35.00 mo.
	Attendants,	2 at	30.00 mo.
	"	3 at	29.00 mo.
	"	1 at	28.00 mo.
	"	1 at	27.00 mo.
	"	6 at	25.00 mo.
	"	11 at	23.00 mo.
IX.	Dentist ¹ (part time),	1 at	8.00 day
X.	Druggist ¹ (one meal a day),	1 at	20.00 wk.
XI.	Steward,	1 at	1,200.00 yr.
	Stenographer ¹ (one meal a day),	1 at	10.00 wk.
	Storekeeper,	1 at	30.00 mo.
	Meat cutter,	1 at	35.00 mo.
	Utility man,	1 at	40.00 mo.
	" "	1 at	30.00 mo.
	Tailor, ¹	1 at	16.00 wk.
	Coachman,	1 at	50.00 mo.
	Yard attendant,	1 at	30.00 mo.
	Expressman,	1 at	30.00 mo.
	Housekeeper (farmhouse),	1 at	20.00 mo.
	Cook,	1 at	25.00 mo.
	Housegirls,	1 at	18.00 mo.
	"	3 at	17.00 mo.
	Head farmer,	1 at	75.00 mo.
	Assistant farmer, ¹	1 at	55.00 mo.
	Gardener, ¹	1 at	55.00 mo.
	Barn man,	1 at	50.00 mo.
	Farm attendants,	2 at	35.00 mo.
	Farm hands,	6 at	30.00 mo.
	" "	7 at	28.00 mo.
	" "	5 at	25.00 mo.
	Blacksmith,	1 at	12.00 wk.
	Assistant farmer (Hillside farm),	1 at	50.00 mo.
	Janitor,	1 at	35.00 mo.
	Farm hands,	4 at	30.00 mo.
	" "	1 at	28.00 mo.
XII.	Matron,	1 at	800.00 yr.
	Housekeeper,	1 at	30.00 mo.
	Baker,	1 at	71.50 mo.
	"	1 at	12.65 wk.
	Cook,	1 at	60.00 mo.
	"	1 at	30.00 mo.
	Kitchenmen,	3 at	25.00 mo.
	Scullery man,	1 at	30.00 mo.
	Scullery maids,	2 at	18.00 mo.
	Utility man,	1 at	30.00 mo.

¹ Nonresident; receives no board except as specified.

	Utility man,	1 at	\$28.00 mo.
	Utility man (temporary),	1 at	25.00 mo.
	House girls,	12 at	18.00 mo.
	" "	7 at	16.00 mo.
	Laundryman,	1 at	40.00 mo.
	Laundryman,	1 at	25.00 mo.
	Laundress,	1 at	30.00 mo.
	Laundresses,	1 at	20.00 mo.
	"	8 at	18.00 mo.
	"	1 at	16.00 mo.
	Marker,	1 at	25.00 mo.
	"	1 at	20.00 mo.
	"	1 at	16.00 mo.
	Supervisor of clothing,	1 at	30.00 mo.
	Seamstresses,	7 at	20.00 mo.
	"	1 at	18.00 mo.
	Bathing master,	1 at	30.00 mo.
	Bathing mistress,	1 at	25.00 mo.
	Upholsterer,	1 at	60.00 mo.
	Cleaner (temporary),	1 at	.16 hr.
	Usher,	1 at	18.00 mo.
	Telephone girl,	1 at	20.00 mo.
	" "	1 at	18.00 mo.
	Housekeeper (female nurses' home),	1 at	25.00 mo.
	House girls,	2 at	16.00 mo.
	Seamstress,	1 at	16.00 mo.
	Housekeeper (male nurses' home),	1 at	25.00 mo.
	House girls,	3 at	16.00 mo.
	Housekeeper (Hillside farm),	1 at	20.00 mo.
	Assistant housekeeper,	1 at	18.00 mo.
XIII.	Chief engineer, ¹	1 at	25.00 wk.
	Assistant engineers, ¹	4 at	15.75 wk.
	Firemen, ¹	3 at	14.00 wk.
	Fireman ¹ (temporary),	1 at	14.00 wk.
	Steam fitter, ¹	1 at	3.00 day
	Plumber, ¹	1 at	75.00 mo.
	Plumber's helper,	1 at	35.00 mo.
XIV.	Head carpenter, ¹	1 at	3.50 day
	Carpenters, ¹	4 at	3.00 day
	Carpenters ¹ (temporary),	4 at	3.00 day
XV.	Head painter, ¹	1 at	3.50 day
	Painters, ¹	5 at	3.00 day
XVI.	Head mason, ¹	1 at	3.50 day
	Mason, ¹	1 at	3.50 day
	Mason's tender, ¹	1 at	2.50 day
XVII.	Electrician, ¹	1 at	3.50 day

¹ Nonresident; receives no board except as specified.

BOSTON STATE HOSPITAL.

1. *Functions and General Information.*

(a) Boston State Hospital is maintained for the care and treatment of the insane, with a Psychopathic Department for "the first care and observation of mental patients" and for "scientific research as to the nature, causes and results of insanity." The main hospital was established by the city of Boston in 1839. Acquisition by the Commonwealth was authorized by Acts of 1908, chapter 613. State administration began Dec. 1, 1908. Psychopathic Department authorized by Acts of 1909, chapter 470, and first opened in June, 1912.

(b) Main hospital located at 425 Harvard Street, Dorchester (Boston); Psychopathic Department, 74 Fenwood Road, Boston.

(c) Land area Nov. 30, 1913, was 234 acres.

(d) Valuation of land, buildings, equipment and stock, Nov. 30, 1913, was \$2,251,747.54.

(e) Average number of patients during 1913 was 1,309. Capacity of institution Nov. 30, 1913, was 1,287.

(f) Number of officials and employees July 1, 1914, was 435.

(g) Appropriation for expenses for 1914 was \$428,498.57.

2. *Control and Direction.*

Control and direction of the institution are vested partly in the State Board of Insanity and partly in an unpaid Board of seven trustees appointed by the Governor and Council for a term of seven years, one member being appointed each year. The authority of the State Board and that of the trustees, and the relation of the Board to the trustees, are described in the statements for the State Board of Insanity, page 372, and for the Worcester State Hospital, page 381. The names and residences of the trustees on Sept. 1, 1914, were as follows:¹ —

Henry Lefavour, *Secretary*, Boston, February, 1915.

Mrs. Katherine G. Devine, South Boston, February, 1919.

Michael J. Jordan, Esq., Dorchester, February, 1917.

Lehman Pickert, Brookline, February, 1920.

Hon. Melvin S. Nash, Hanover, February, 1918.

Mrs. Helen B. Hopkins, February, 1921.

The Board of Trustees elects annually from their own number a chairman and secretary. Regular meetings of the Board are

¹ One vacancy.

held at the hospital on the second Tuesday of each month. A committee of two visits the hospital monthly, and the full Board makes a visit of inspection quarterly. Standing committees for 1913 were: —

Finance Committee. — Walter Channing, M.D.,¹ *Chairman*, Henry Lefavour, Lehman Pickert.

Building Committee. — Walter Channing, M.D., *Chairman*, Henry Lefavour, Melvin S. Nash.

4. *Management.*

The institution is managed by, and is under the immediate charge of, a superintendent elected by the trustees, subject to the approval of the State Board, for an indefinite term. The present superintendent is Henry P. Frost, M.D., salary \$4,000 per annum and maintenance. The Psychopathic Hospital is under the immediate charge of a director, who reports to the superintendent of the main hospital on all matters pertaining to administration and to the trustees on all matters relating to treatment or research work. The present director is Elmer E. Southard, M.D., salary \$3,000.

The nature and extent of the authority exercised by the superintendent may be described as follows: —

Under the direction of the board of trustees and the State Board, the superintendent is the chief executive officer and head of the institution. He is accountable for the administration of the affairs of the hospital and for the work of all officers and employees.

The officers at the main hospital, with the exception of the treasurer, are appointed by the superintendent, subject to the approval of the State Board. All employees other than officers are appointed by the superintendent. At the Psychopathic Department appointments are also subject to the approval of the State Board, and are usually made on nomination of the director.

5. *Organization, Classes of Officials and Employees and Rates of Compensation.*

The officials and employees of the hospital are organized into 16 main groups or divisions, each of which is directly responsible to the superintendent. The director at the Psychopathic Hospital has immediate charge of all persons employed there. Fol-

¹ Since resigned.

lowing is a list of all employees reporting to the superintendent, showing the head of each department and the number employed therein on Aug. 1, 1913: —

Superintendent,¹ 1

Main Hospital.¹

I. Stenographer,	1
II. Treasurer ² and stenographers,	3
III. Assistant superintendent and physician, office employees, superintendent of nurses, supervisors, etc. (female wards),	89
IV. Assistant physician, women's infirmary, supervisor, nurses, etc.,	27
V. Assistant physician, supervisors, nurses, etc. (male wards),	63
VI. Assistant physician, supervisor, nurses, etc. (men's infirmary),	24
VII. Pathologist and technician,	2
VIII. Social worker,	1
IX. Steward, assistant steward, bakers, cooks, etc.,	18
X. Matron, laundry employees, maids, etc.,	31
XI. Chief engineer, assistant engineers, firemen, etc.,	16
XII. Head carpenter, carpenters and mason,	5
XIII. Head painter and painters,	3
XIV. Chauffeur,	1
XV. Head farmer, assistants, farm hands, gardeners, etc.,	23

Total number of officials and employees at the main hospital, 308

Psychopathic Hospital.

XVI. Director,	1
A. Chief of staff,	1
(1) Assistant physicians,	5
(2) Laboratory workers,	3
(3-6) Social service workers, specialists, etc.,	5
B. Executive assistant,	1
(1) Stenographers, office attendants, etc.,	11
(2) Assistant steward,	1
(3) Matron's department,	22
(4) Assistant engineer's department,	7
(5) Supervisor of grounds and laborer,	2
(6) Superintendent of nurses, supervisors, nurses, attendants, etc.,	51

Number of officials and employees in Psychopathic Hospital, 110
Total number in whole institution, 418

The classes of officials and employees in each group or division, together with the rates of compensation on Aug. 1, 1913, are shown in the following statement: —

¹ The superintendent is in immediate charge of main hospital and exercises limited authority over Psychopathic Department.

² Acts for both the main hospital and the Psychopathic Department.

NOTE. — All officials and employees receive lodging and board, except where stated to the contrary.

Superintendent,¹ 1 at \$4,000.00 yr.

*Main Hospital.*¹

I. Stenographer ² (one meal a day),	1 at	17.30 wk.
II. Treasurer, ²	1 at	1,000.00 yr.
Stenographer, cashier and bookkeeper,	1 at	15.70 wk.
Stenographer ² (one meal a day),	1 at	12.70 wk.
III. Assistant superintendent and physician, ⁴	1 at	1,800.00 yr.
(a) Stenographer ² (one meal a day),	1 at	13.85 wk.
(b) Stenographer ² (one meal a day),	1 at	12.70 wk.
(c) Telephone operator,	1 at	6.90 wk.
" "	1 at	4.60 wk.
(d) Office attendant,	1 at	6.90 wk.
(e) Superintendent of nurses, ⁵	1 at	75.00 mo.
Assistant superintendent of nurses,	1 at	11.55 wk.
(1) Supervisor,	1 at	9.20 wk.
Nurses and attendants,	2 at	7.60 wk.
" " "	2 at	6.90 wk.
" " "	3 at	6.45 wk.
" " "	6 at	5.75 wk.
" " "	11 at	4.60 wk.
(2) Night supervisor (also works in wards under physicians, No. III f and g),	1 at	9.20 wk.
Night relief (also works in wards under physicians, No. III. f and g),	1 at	7.60 wk.
Night relief (also works in wards under physician, No. III. g),	1 at	5.75 wk.
Night attendant,	1 at	6.45 wk.
Night watchman,	1 at	7.60 wk.
(3) Industrial teacher for women's wards (also works in wards under physician, No. III. g),	1 at	45.00 mo.
Assistant industrial teacher,	1 at	4.60 wk.
(4) Porters,	2 at	8.05 wk.
Assistant porter,	1 at	7.60 wk.
(f) Assistant physician (female side),	1 at	1,200.00 yr.
Supervisor	1 at	9.20 wk.
Nurses and attendants,	3 at	7.60 wk.
" " "	3 at	6.45 wk.
" " "	15 at	4.60 wk.

¹ The superintendent is in immediate charge of the main hospital and exercises limited authority over the Psychopathic Department.

² Nonresident; receives no board except as specified.

³ Has jurisdiction in both the main hospital and Psychopathic Department.

⁴ Has general charge of treatment of all patients in east group; also, with assistance of superintendent of nurses, employs all female nurses.

⁵ Has general charge of all female nurses.

(g) Assistant physician (female side),	1 at	\$600.00 yr.
Supervisor,	1 at	9.20 wk.
Nurses and attendants,	1 at	7.60 wk.
" " "	1 at	6.45 wk.
" " "	6 at	5.75 wk.
" " "	13 at	4.60 wk.
IV. Assistant physician (women's infirmary),	1 at	1,200.00 yr.
Stenographer,	1 at	6.90 wk.
(1) Supervisor,	1 at	9.20 wk.
Nurses and attendants,	2 at	7.60 wk.
" " "	2 at	6.45 wk.
" " "	5 at	5.75 wk.
" " "	12 at	4.60 wk.
(2) Night supervisor (also works in men's infirmary under physician, No. VI.),	1 at	9.20 wk.
Night relief (also works in men's infirmary under physician, No. VI.),	1 at	6.90 wk.
Night relief (also works in wards under physician, No. III. g),	1 at	5.75 wk.
V. Assistant physician, ¹	1 at	1,200.00 yr.
Stenographer,	1 at	6.90 wk.
(1) Supervisor,	1 at	13.85 wk.
Nurses and attendants,	1 at	9.90 wk.
" " "	2 at	8.75 wk.
" " "	4 at	8.05 wk.
" " "	2 at	7.60 wk.
" " "	3 at	6.90 wk.
" " "	1 at	6.45 wk.
" " "	15 at	5.75 wk.
(2) Night supervisor (also works in wards under physician, below),	1 at	10.40 wk.
Night relief (also works in men's infirmary under physician, No. VI., and in wards under physician, below),	1 at	8.05 wk.
Night relief (also works in wards under physician, below),	1 at	8.05 wk.
(3) Industrial supervisor of industries for men, ²	1 at	20.00 wk.
Shop assistant,	1 at	9.20 wk.
Assistant physician (male side),	1 at	1,000.00 yr.
(1) Assistant supervisor,	1 at	10.40 wk.
Nurses and attendants,	1 at	9.20 wk.
" " "	5 at	8.05 wk.
" " "	4 at	6.90 wk.
" " "	4 at	6.45 wk.
" " "	10 at	5.75 wk.
(2) Barber (also works in wards under physician, No. VI.),	1 at	9.20 wk.

¹ Assistant physician listed under No. V. has charge of the selection and assignment of all male attendants including those listed under physician, No. VI.

² Nonresident; receives no board except as specified.

VI. Assistant physician ¹ (men's infirmary),	1 at	\$1,200.00 yr.
Supervisor,	1 at	9.20 wk.
Nurses and attendants,	3 at	8.05 wk.
" " "	1 at	7.60 wk.
" " "	8 at	6.90 wk.
" " "	3 at	6.45 wk.
" " "	6 at	5.75 wk.
Night relief (also works in women's infirmary under physician, No. IV.),		
	1 at	5.20 wk.
VII. Pathologist,	1 at	1,200.00 yr.
Technician, ²	1 at	11.55 wk.
VIII. Social worker, ³	1 at	13.85 wk.
IX. Steward ^{2,4} (one meal a day),	1 at	2,000.00 yr.
Stenographer ² (one meal a day),	1 at	13.85 wk.
Assistant steward and storekeeper ² (one meal a day),	1 at	13.85 wk.
Baker, ²	1 at	18.65 wk.
Assistant baker,	1 at	8.05 wk.
Cooks, ²	2 at	18.45 wk.
Cook,	1 at	11.55 wk.
"	1 at	7.00 wk.
"	1 at	6.90 wk.
"	1 at	5.75 wk.
Assistant cook,	1 at	9.20 wk.
"	1 at	8.05 wk.
Meat cutter,	1 at	9.20 wk.
Expressman,	1 at	11.55 wk.
General utility man,	1 at	6.90 wk.
Stableman,	1 at	8.05 wk.
Driver,	1 at	5.75 wk.
X. Matron (under direction of steward as to some matters),	1 at	10.40 wk.
Laundryman ² (one meal a day),	1 at	13.85 wk.
Washman,	1 at	6.90 wk.
Laundry teamster,	1 at	8.05 wk.
Laundress ² (one meal a day),	1 at	10.40 wk.
Laundresses,	5 at	5.00 wk.
"	5 at	4.50 wk.
Seamstress,	1 at	8.05 wk.
Clothing clerks,	2 at	6.90 wk.
Kitchen girl,	1 at	4.50 wk.
Table girls,	5 at	5.00 wk.
Chambermaids,	1 at	5.75 wk.
"	3 at	5.00 wk.
Maid,	1 at	5.00 wk.
Housemaid,	1 at	7.00 wk.
"	1 at	3.00 wk.

¹ Assistant physician listed under No. V. has charge of the selection and assignment of all male attendants including those listed under physician, No. VI.

² Nonresident; board not received except as specified.

³ Works in both groups of buildings, and is to some extent under direction of the various physicians indicated by the principal numbers.

⁴ Has jurisdiction in both the main hospital and Psychopathic Department.

XI. Chief engineer ^{1,2} (one meal a day),	1 at	\$1,800.00 yr.
Assistant engineers, ¹	6 at	21.00 wk.
Firemen, ¹	4 at	17.50 wk.
Firemen,	4 at	10.40 wk.
Steamfitter,	1 at	15.00 wk.
XII. Head carpenter ¹ (one meal a day),	1 at	21.00 wk.
Carpenters ¹ (one meal a day),	2 at	18.00 wk.
Carpenter ¹ (one meal a day),	1 at	17.55 wk.
Mason ¹ (one meal a day),	1 at	18.45 wk.
XIII. Head painter ¹ (one meal a day),	1 at	21.00 wk.
Painter ¹ (one meal a day),	1 at	18.00 wk.
Painter ¹ (temporary) (one meal a day),	1 at	15.00 wk.
XIV. Chauffeur,	1 at	10.40 wk.
XV. Head farmer ¹ (one meal a day),	1 at	1,200.00 yr.
Assistant farmer,	1 at	10.40 wk.
" "	1 at	9.20 wk.
Farm hand,	1 at	6.90 wk.
" "	1 at	6.45 wk.
" "	11 at	5.75 wk.
Herdsmen,	1 at	10.40 wk.
Teamster,	1 at	6.45 wk.
" "	1 at	5.75 wk.
Outside attendant,	1 at	5.75 wk.
Gardener,	1 at	12.70 wk.
Assistant gardener,	1 at	6.90 wk.
Lawn man,	1 at	6.90 wk.

Psychopathic Hospital.

XVI. Director ^{1,2} (one meal a day),	1 at	3,000.00 yr.
A. Chief of staff,	1 at	2,000.00 yr.
(1) Assistant physicians,	3 at	1,000.00 yr.
Assistant physicians (out-patient department),	2 at	600.00 yr.
(2) Laboratory mechanic and photographer,	1 at	900.00 yr.
Laboratory worker ¹ (one meal a day),	1 at	10.00 wk.
Laboratory technician,	1 at	5.75 wk.
(3) Head worker, social service,	1 at	1,200.00 yr.
Companionship worker,	1 at	6.90 wk.
(4) Psychologist ¹ (part time) (one meal a day),	1 at	900.00 yr.
(5) Examiner in psychotherapy ¹ (part time),	1 at	600.00 yr.
(6) Masseuse ¹ (part time),	1 at	25.00 mo.
B. Executive assistant,	1 at	1,200.00 yr.
(1) Stenographer ¹ (one meal a day),	1 at	16.15 wk.
Stenographers ¹ (one meal a day),	2 at	11.55 wk.

¹ Nonresident; receives no board except as specified.

² Has jurisdiction in both the main hospital and Psychopathic Department.

³ Administration of Psychopathic Hospital under authority of superintendent; but matters relative to treatment and investigation conducted by the director under authority of trustees.

Stenographer,	1 at	\$40.00 mo.
"	1 at	8.05 wk.
"	1 at	6.90 wk.
Stenographer ¹ (temporary) (one meal a day),	1 at	12.00 wk.
Typist,	1 at	9.20 wk.
Office attendant ¹ (one meal a day),	1 at	11.55 wk.
Telephone operator,	1 at	5.75 wk.
"	1 at	4.60 wk.
(2) Assistant steward (assists the matron in supervision of male kitchen help, porters, etc.),	1 at	12.70 wk.
(3) Matron,	1 at	9.20 wk.
Cook,	1 at	11.55 wk.
"	1 at	9.20 wk.
"	1 at	8.05 wk.
Head chambermaid,	1 at	5.75 wk.
Chambermaid,	1 at	5.00 wk.
Kitchenmaid,	1 at	5.00 wk.
Office maid,	1 at	5.00 wk.
Table maids,	7 at	5.00 wk.
Housemaid,	1 at	5.00 wk.
Maid,	1 at	5.00 wk.
Kitchenman,	1 at	6.90 wk.
"	1 at	5.75 wk.
Houseman,	1 at	5.75 wk.
Porter,	1 at	5.75 wk.
Scrub woman,	1 at	5.00 wk.
(4) Assistant engineer ¹ (one meal a day),	1 at	21.00 wk.
Assistant engineers, ¹	3 at	21.00 wk.
Firemen, ¹	3 at	17.50 wk.
(5) Supervisor of grounds,	1 at	9.20 wk.
Laborer,	1 at	6.45 wk.
(6) Superintendent of nurses,	1 at	13.85 wk.
(a) Supervisor, women's wards,	1 at	8.05 wk.
Head nurses,	4 at	8.05 wk.
Nurses,	7 at	6.90 wk.
"	5 at	5.75 wk.
"	10 at	4.60 wk.
(b) Night supervisor, women's wards,	1 at	8.05 wk.
(c) Supervisor, men's wards,	1 at	11.55 wk.
Head nurse,	1 at	9.20 wk.
Head attendant,	1 at	6.90 wk.
Attendants,	4 at	6.90 wk.
"	2 at	6.45 wk.
"	11 at	5.75 wk.
Barber attendant,	1 at	7.15 wk.
(d) Night supervisor, men's wards,	1 at	11.55 wk.

¹ Nonresident; receives no board except as specified.

TAUNTON STATE HOSPITAL.

1. *Functions and General Information.*

(a) Taunton State Hospital is maintained for the care, control and treatment of the insane, authorized by Acts of 1851, chapter 251, and first opened in April, 1854. Colony at Raynham established in 1899 on land bought from surplus funds of the hospital.

(b) Located on Hodges Avenue, Taunton; colony in town of Raynham.

(c) Land area Nov. 30, 1913, was 333 acres, of which 177 were at the colony.

(d) Valuation of land, buildings, equipment and stock, Nov. 30, 1913, was \$777,448.06.

(e) Daily average number of patients during 1913 was 1,117. Capacity of the institution Nov. 30, 1913, was 1,193.

(f) Number of officials and employees on July 1, 1914, was 291.

(g) Appropriation for expenses for 1914 was \$291,300.

2. *Control and Direction.*

Control and direction of the institution are vested partly in the State Board of Insanity and partly in an unpaid Board of seven trustees, appointed by the Governor and Council for a term of seven years, one member being appointed each year. The names and residences of the trustees, with the dates of expiration of their respective terms, on Sept. 1, 1914, were as follows: —

Josiah C. Desmond, New Bedford, February, 1917.

Mrs. Elizabeth C. M. Gifford, *Secretary*, East Boston, February, 1918.

Simeon Borden, Esq., Fall River, February, 1916.

Mrs. Margaret C. Smith, Taunton, February, 1919.

Charles C. Cain, Jr., Taunton, February, 1915.

Philip E. Brady, Attleborough, February, 1920.

Arthur B. Reed, No. Abington, February, 1921.

The trustees may be removed by the Governor and Council. The nature and extent of the trustees' authority, and of the authority of the State Board, as defined by recent legislation are described in the statements for the State Board of Insanity and the Worcester State Hospital, pages 372 and 381.

The Board of Trustees elects annually from their own number a chairman and secretary. Board meetings are held at the institution on the second Thursday of each month.

3. *Management.*

The institution is managed by and is under the immediate charge of a superintendent elected by the trustees, subject to the approval of the State Board, for an indefinite term. The present superintendent is Arthur V. Goss, M.D., salary, \$3,000 and maintenance. The superintendent is required to be a physician and to reside constantly at the institution. It is his duty to receive, care for, and dismiss patients under the provisions of the statutes made and provided for that purpose. Under the direction of the Board of Trustees, and the State Board and subject to the by-laws and regulations established by them, he has charge of the patients, and of the buildings and grounds of the institution, with their appurtenances, and is the chief executive officer and head of the institution in all respects. He is accountable for the administration of the affairs of the institution, and for the discipline and working of all officers and employees. He appoints subordinate officers, subject to the approval of the State Board; engages such nurses and other employees as the institution may require; and is authorized to discharge any of them from service whenever, in his judgment, the interests of the institution require it.

The treasurer is appointed by the trustees, subject to the approval of the State Board. All other officials and employees are appointed by the superintendent or by the head of a department with the approval of the superintendent, these appointments also being subject to the approval of the State Board.

4. *Organization, Classes of Officials and Employees and Rates of Compensation.*

The officials and employees of the hospital are organized into twenty-four main groups or divisions, each of which is directly responsible to the superintendent. Following is a list of all employees reporting to the superintendent, showing the head of each department and the number employed therein on Aug. 1, 1913: —

Superintendent,	1
I. Treasurer and clerk,	2
II. Stenographers,	3
III. Assistant superintendent, assistant physician, supervisors, attendants, etc. (female patients),	54
IV. Assistant physician, supervisors, attendants, etc. (female patients),	33
V. Assistant physicians, supervisors, attendants, etc. (male patients),	47
VI. Assistant physician, supervisors, attendants, etc. (male patients),	31
VII. Assistant physician, matron, domestics, etc., Raynham Colony,	5
VIII. Pathologist (position vacant Aug. 1, 1913).	
IX. Superintendent of nurses, matron of nurses' home and assistant,	3
X. Social worker,	1
XI. Industrial teachers,	3
XII. Druggist,	1
XIII. Steward's department,	43
XIV. Matron's department,	12
XV. Chief engineer, assistant engineers, firemen, etc.,	15
XVI. Head laundryman and assistants,	3
XVII. Head laundress and assistants,	17
XVIII. Head carpenter and carpenters,	3
XIX. Head painter and painters,	3
XX. Mason,	1
XXI. Florist,	1
XXII. Coachmen,	3
XXIII. House attendant,	1
XXIV. Telephone operators,	2
<hr/>	
Total number of officials and employees,	288

The classes of officials and employees in each group or division, together with the rates of compensation on Aug. 1, 1913, are shown in the following statement: —

NOTE. — All officials and employees receive lodging and board, except where stated to the contrary.

Superintendent,	1 at \$3,000.00 yr.
I. Treasurer,	1 at 1,300.00 yr.
Clerk,	1 at 8.10 wk.
II. Stenographer ^{1,2} (one meal a day),	1 at 48.00 mo.
Stenographer ^{1,2} (one meal a day),	1 at 45.00 mo.
Stenographer,	1 at 40.00 mo.

¹ Stenographers also receive orders from assistant physicians.

² Receive no board except as specified.

III. Assistant superintendent (in charge of female patients),	1 at	\$1,800.00 yr.
Junior assistant physician (assisting physician, No. III.),	1 at	500.00 yr.
Supervisor,	1 at	9.70 wk.
Attendant (temporary),	1 at	7.40 wk.
Attendants (two temporary),	5 at	5.80 wk.
Attendant,	1 at	5.10 wk.
Attendants (five temporary),	7 at	4.65 wk.
Supervisor,	1 at	9.70 wk.
Attendants,	1 at	7.40 wk.
"	1 at	6.95 wk.
"	1 at	6.25 wk.
"	5 at	5.80 wk.
"	1 at	5.10 wk.
"	3 at	4.65 wk.
Supervisor,	1 at	9.70 wk.
Attendants,	1 at	7.40 wk.
"	1 at	6.25 wk.
"	5 at	5.80 wk.
"	12 at	4.65 wk.
Attendant (charge of cottage),	1 at	5.80 wk.
Waitresses,	2 at	4.15 wk.
Watchman,	1 at	6.95 wk.
IV. Assistant physician (in charge of female patients),	1 at	1,000.00 yr.
Supervisor,	1 at	9.70 wk.
Attendants (temporary),	1 at	7.40 wk.
Attendants,	1 at	6.95 wk.
"	1 at	6.25 wk.
"	4 at	5.80 wk.
"	3 at	5.10 wk.
"	7 at	4.65 wk.
Night supervisor (also works in wards under physician, No. III.),	1 at	9.70 wk.
Attendants,	5 at	5.80 wk.
"	4 at	5.10 wk.
"	2 at	4.65 wk.
Waitresses,	2 at	4.15 wk.
V. Assistant physician (in charge of male patients),	1 at	1,100.00 yr.
Junior assistant physician (assisting physician, No. V.),	1 at	500.00 yr.
Supervisor,	1 at	12.70 wk.
Attendants,	2 at	10.35 wk.
Attendants (one temporary),	5 at	8.10 wk.
Attendants (two temporary),	7 at	6.95 wk.
Attendants,	7 at	6.25 wk.
Attendants (temporary),	6 at	5.80 wk.

Supervisor (acting),	1 at	\$7.40 wk.
Attendant,	1 at	9.25 wk.
Attendants (one temporary),	2 at	7.85 wk.
Attendants,	2 at	6.95 wk.
"	7 at	6.25 wk.
"	1 at	5.80 wk.
Matron (attendants' home),	1 at	5.10 wk.
Waitress,	1 at	5.10 wk.
Janitor,	1 at	7.60 wk.
VI. Assistant physician (in charge of male patients),	1 at	1,000.00 yr.
Supervisor,	1 at	11.55 wk.
Attendants,	2 at	8.10 wk.
"	3 at	6.95 wk.
Attendants (one temporary),	6 at	5.80 wk.
Night supervisor (also works in wards under physician, No. V.),	1 at	11.55 wk.
Attendants,	1 at	8.10 wk.
"	3 at	6.25 wk.
"	9 at	5.80 wk.
Watchman,	1 at	6.95 wk.
Barber (also works in wards under physician, No. V.),	1 at	8.10 wk.
Waitresses,	2 at	4.15 wk.
VII. Assistant physician (in charge of Raynham Colony and assisting in main hospital as needed),	1 at	800.00 yr.
Matron (Raynham farm),	1 at	5.55 wk.
Cook (Raynham farm),	1 at	5.10 wk.
Domestic (Raynham farm),	1 at	4.65 wk.
" " "	1 at	2.10 wk.
VIII. Pathologist (position vacant on Aug. 1, 1913).		
IX. Superintendent of nurses (has charge of training school for nurses, and general direction of nursing in wards for female patients),	1 at	900.00 yr.
Matron (nurses' home),	1 at	6.95 wk.
Assistant (nurses' home),	1 at	4.65 wk.
X. Social worker,	1 at	75.00 mo.
XI. Industrial teacher ¹ (shoe shop),	1 at	12.20 wk.
Industrial teacher (broom shop),	1 at	11.05 wk.
Industrial teacher ¹ (tailoring),	1 at	11.05 wk.
XII. Druggist (receives orders from assistant physicians),	1 at	40.00 mo.
XIII. Steward (house and provisions),	1 at	1,200.00 yr.
A. Clerk,	1 at	5.80 wk.
B. Storekeeper,	1 at	11.55 wk.
C. Baker, ¹	1 at	14.50 wk.
Assistant baker,	1 at	10.35 wk.

¹ Nonresident; receives no board except as specified.

D.	Head cook,	1 at	\$11.55 wk.
	Assistant cook,	1 at	8.10 wk.
	Kitchen helper (temporary),	1 at	5.80 wk.
E.	Housekeeper,	1 at	7.60 wk.
	Cook (officers' kitchen),	1 at	5.10 wk.
	Assistant cook (officers' kitchen),	1 at	4.15 wk.
	Waitresses,	2 at	5.10 wk.
	Domestics,	1 at	4.65 wk.
	"	3 at	4.40 wk.
	"	1 at	4.15 wk.
	Domestics (one temporary),	2 at	3.70 wk.
	Domestic,	1 at	3.00 wk.
F.	Porters (titles: "carman" and "pick-up"),	2 at	7.40 wk.
G.	Seamstress,	1 at	5.10 wk.
H.	Head farmer (lives at Raynham Colony; nominally in charge of all farm work),	1 at	1,000.00 yr.
	Farmer ¹ (Taunton),	1 at	13.85 wk.
	Farmer ¹ (Taunton),	1 at	11.05 wk.
	Farmers ¹ (Taunton),	2 at	9.90 wk.
	Farmers (Taunton),	1 at	8.10 wk.
	" "	2 at	6.95 wk.
	Farmer ¹ (Taunton) (three meals),	1 at	6.95 wk.
	Farmer (Taunton),	1 at	6.25 wk.
	" "	1 at	5.80 wk.
	Farmers (Raynham),	1 at	8.75 wk.
	" "	4 at	6.95 wk.
	" "	1 at	6.45 wk.
	Janitor (Raynham),	1 at	7.15 wk.
	Watchman ¹ (Raynham),	1 at	9.90 wk.
XIV.	Matron,	1 at	10.35 wk.
	A. Dining room helper,	1 at	6.95 wk.
	" "	1 at	3.70 wk.
	B. Porter (also receives orders from assistant physicians),	1 at	11.55 wk.
	C. Waitresses,	3 at	4.15 wk.
	D. Domestics,	2 at	4.15 wk.
	"	3 at	3.70 wk.
XV.	Chief engineer ¹ (meals only),	1 at	1,400.00 yr.
	Assistant engineer (meals only),	1 at	78.00 mo.
	Assistant engineers, ¹	4 at	66.00 mo.
	Firemen, ¹	5 at	14.00 wk.
	Laborer,	1 at	14.00 wk.
	Laborer, ¹	1 at	9.90 wk.
	Electrician ¹ (meals only),	1 at	18.00 wk.
	Steam fitter, ¹	1 at	14.00 wk.
XVI.	Head laundryman (charge of machine washing) (temporary),	1 at	8.10 wk.
	Laundryman,	1 at	6.95 wk.
	"	1 at	5.80 wk.

¹ Nonresident; receives no board except as specified.

XVII.	Head laundress,	1 at	\$8.10 wk.
	Laundresses,	2 at	4.65 wk.
	"	1 at	4.40 wk.
	"	12 at	4.15 wk.
	"	1 at	3.70 wk.
XVIII.	Head carpenter, ¹	1 at	3.25 day
	Carpenters, ¹	2 at	2.75 day
XIX.	Head painter, ¹	1 at	3.15 day
	Painters, ¹	2 at	2.60 day
XX.	Mason, ¹	1 at	3.25 day
XXI.	Florist ¹ (house rent),	1 at	17.35 wk.
XXII.	Coachman,	1 at	41.00 mo.
	"	1 at	6.95 wk.
	"	1 at	5.80 wk.
XXIII.	House attendant,	1 at	5.55 wk.
XXIV.	Telephone operator,	1 at	5.80 wk.
	" "	1 at	4.65 wk.

NORTHAMPTON STATE HOSPITAL.

1. *Functions and General Information.*

(a) Northampton State Hospital is maintained for the care and treatment of the insane. It was authorized by chapter 454, Acts of 1855, and first opened on Aug. 16, 1858.

(b) Located in the city of Northampton.

(c) Land area Nov. 30, 1913, was 511 acres.

(d) Valuation of land, buildings, equipment and stock, Nov. 30, 1913, was \$922,259.05.

(e) Daily average number of patients during 1913 was 894. Capacity of the institution Nov. 30, 1913, was 819.

(f) Number of officials and employees July 1, 1914, was 192.

(g) Appropriation for expenses for 1914 was \$220,758.13.

2. *Control and Direction.*

Control and direction of the institution are vested partly in the State Board of Insanity and, partly in an unpaid Board of seven trustees, appointed by the Governor, with the advice and consent of the Council, for a term of seven years, one member being appointed each year. The trustees may also be removed by the Governor and Council. The names and residences of the trustees on Sept. 1, 1914, were as follows: —

Henry L. Williams, *Chairman*, Northampton, February, 1915.

Charles S. Shattuck, Hatfield, February, 1916.

Joseph W. Stevens, *Secretary*, Greenfield, February, 1917.

¹ Nonresident; receives no board except as specified.

Emily N. Newton, Holyoke, February, 1918.
 Caroline A. Yale, Northampton, February, 1919.
 Dr. Luke Corcoran, Springfield, February, 1920.
 John McQuaid, Pittsfield, February, 1921.

The nature and extent of the trustees' authority, and that of the State Board, are described in the statements for the State Board of Insanity and the Worcester State Hospital on pages 372 and 381.

The Board of Trustees elects a chairman and secretary. Meetings are held each month at the hospital, and informal visits are made between the regular monthly meetings.

3. *Management.*

The institution is managed by and is under the immediate charge of a superintendent, elected by the trustees, subject to the approval of the State Board, for an indefinite term. The present superintendent is Dr. John A. Houston, salary \$3,000 a year and maintenance. He is held responsible for every department of the institution and has authority over all employees.

The treasurer is appointed by the trustees, subject to the approval of the State Board. All other officials and employees are appointed by the superintendent, with the approval of the State Board, and may be discharged by him. Each official and employee at the head of a department has full charge of that department, under the control and direction of the superintendent.

4. *Organization, Classes of Officials and Employees and Rates of Compensation.*

The officials and employees of the hospital are organized into fourteen main groups or divisions, each of which is directly responsible to the superintendent. Following is a list of the groups of employees reporting to the superintendent, showing the head of each department and the number employed therein on Aug. 1, 1913: —

Superintendent,	1
I. Secretary to the superintendent,	1
II. Treasurer and storekeeper,	2
III. Stenographers,	2
IV. Assistant superintendent, assistant physicians and male ward service,	44
V. Assistant physicians and female ward service,	41

VI. Visiting physician in out-patient department,	1
VII. { Matron's department,	36
Steward's department, }	
VIII. Chief engineer's department,	10
IX. Plumber,	1
X. Carpenters,	4
XI. Painters,	2
XII. Head farmer's department,	23
XIII. Florist,	1
XIV. Coachman,	1
Total number of officials and employees,	170

The classes of officials and employees in each group or division, together with the rates of compensation on Aug. 1, 1913, are shown in the following statement: —

NOTE. — All officials and employees receive lodging and board, except where stated to the contrary.

Superintendent,	1 at \$3,000.00 yr.
I. Secretary to superintendent,	1 at 45.00 mo.
II. Treasurer and purchasing agent ¹ (two meals a day),	1 at 2,000.00 yr.
Storekeeper,	1 at 50.00 mo.
III. Stenographer,	1 at 35.00 mo.
“	1 at 15.00 mo.
IV. Assistant superintendent and physician (male patients),	1 at 1,500.00 yr.
Assistant physician,	1 at 800.00 yr.
“	1 at 700.00 yr.
Supervisor of attendants,	1 at 60.00 mo.
Night nurse,	1 at 45.00 mo.
Attendants,	1 at 43.00 mo.
“	2 at 42.00 mo.
“	1 at 41.00 mo.
“	1 at 38.00 mo.
“	1 at 36.00 mo.
“	1 at 35.00 mo.
“	1 at 34.00 mo.
“	5 at 33.00 mo.
“	1 at 32.00 mo.
“	2 at 31.00 mo.
“	23 at 30.00 mo.
V. Assistant physician (female patients),	1 at 900.00 yr.
Assistant physician (temporary),	1 at 50.00 mo.
Superintendent of nurses,	1 at 58.00 mo.
Assistant superintendent of nurses,	1 at 44.00 mo.
Nurses,	1 at 41.00 mo.
“	1 at 37.00 mo.

¹ Nonresident; receives no board except as specified.

	Nurses,	1 at	\$35.00 mo.
	"	1 at	33.00 mo.
	"	33 at	25.00 mo.
VI.	Visiting physician in out-patient department, ¹	1 at	50.00 mo.
VII.	{ Matron,	1 at	50.00 mo.
	{ Steward ¹ (house rent and three meals a day),	1 at	37.50 mo.
	Baker,	1 at	50.00 mo.
	Assistant baker,	1 at	35.00 mo.
	Cook,	1 at	30.00 mo.
	"	1 at	25.00 mo.
	Kitchenmen,	2 at	30.00 mo.
	Kitchenmaids,	1 at	20.00 mo.
	"	4 at	18.00 mo.
	"	1 at	16.00 mo.
	Housemaids,	1 at	18.00 mo.
	"	1 at	17.00 mo.
	"	3 at	16.00 mo.
	"	1 at	10.00 mo.
	Waitresses,	2 at	17.00 mo.
	Seamstresses,	1 at	25.00 mo.
	"	2 at	22.00 mo.
	Seamstress and usher,	1 at	17.00 mo.
	Laundryman ¹ (two meals a day),	1 at	55.00 mo.
	Laundryman,	1 at	35.00 mo.
	Laundress ¹ (one meal a day and house rent),	1 at	22.00 mo.
	Laundresses,	2 at	18.00 mo.
	"	2 at	17.00 mo.
	"	1 at	16.00 mo.
	Clothesmarker,	1 at	20.00 mo.
	Usher,	1 at	18.00 mo.
VIII.	Chief engineer ¹ (one meal and house rent),	1 at	1,000.00 yr.
	Assistant engineer ¹ (two meals a day),	1 at	60.00 mo.
	Assistant engineer ¹ (two meals a day),	1 at	55.00 mo.
	Assistant engineer,	1 at	49.00 mo.
	Fireman ¹ (two meals a day),	1 at	50.00 mo.
	Fireman,	1 at	46.00 mo.
	"	1 at	45.00 mo.
	"	1 at	43.00 mo.
	"	1 at	36.00 mo.
	Repair man, plumber ¹ (two meals and house rent),	1 at	2.25 day
IX.	Plumber ¹ (one meal a day and house rent),	1 at	1,000.00 yr.
X.	Carpenters ¹ (one receives one meal a day),	2 at	3.00 day
	Carpenter ¹ (one meal a day),	1 at	2.75 day
	Carpenter ¹ (two meals a day),	1 at	2.50 day
XI.	Painters, ¹	2 at	3.00 day
XII.	Head farmer ¹ (house rent),	1 at	90.00 mo.
	Farmers,	1 at	40.00 mo.
	"	3 at	35.00 mo.
	"	1 at	32.00 mo.
	"	3 at	30.00 mo.

¹ Nonresident; receives no board except as specified.

Farmers,	1 at	\$28.00 mo.
"	1 at	27.00 mo.
"	4 at	25.00 mo.
Farmers ¹ (temporary),	6 at	1.75 day
Herdsmen (three meals a day),	1 at	40.00 mo.
Laborer ¹ (two meals and house rent),	1 at	40.00 mo.
XIII. Florist ¹ (house rent),	1 at	65.00 mo.
XIV. Coachman ¹ (three meals a day),	1 at	45.00 mo.

DANVERS STATE HOSPITAL.

1. *Functions and General Information.*

(a) Danvers State Hospital is maintained for the care, control and treatment of the insane (authorized by Acts of 1873, chapter 239), and first opened in May, 1878.

(b) Located in Danvers; post-office address, Hathorne, Mass.; part of land (used as a colony) situated in Middleton.

(c) Land area Nov. 30, 1913, was 509 acres.

(d) Total valuation of land, buildings, equipment and stock, Nov. 30, 1913, was \$1,694,488.49.

(e) Daily average number of patients during 1913 was 1,455. Capacity of institution Nov. 30, 1913, was 1,347.

(f) Number of officials and employees July 1, 1914, was 332.

(g) Appropriation for expenses for 1914 was \$355,000.

2. *Control and Direction.*

Control and direction of the institution are vested partly in the State Board of Insanity and partly in an unpaid Board of seven trustees appointed by the Governor, with the advice and consent of the Council, for a term of seven years, one member being appointed each year. The trustees may also be removed by the Governor and Council. The names and residences of the trustees on Sept. 1, 1914, were as follows: —

Mr. S. Herbert Wilkins, *Chairman*, Salem, February, 1916.

Miss Mary Ward Nichols, *Recording Secretary*, Danvers, February, 1915.

Mr. Samuel Cole, *Corresponding Secretary*, Beverly, February, 1920.

Mr. Seward W. Jones, Newton Highlands, February, 1917.

Mr. Ernest B. Dane, Boston, February, 1918.

Miss Annie M. Kilham, Beverly, February, 1919.

Mr. Dan A. Donahue, Salem, February, 1921.

The nature and extent of the trustees' authority, and of the authority of the State Board, are described in the statements for the State Board of Insanity and the Worcester State Hospital, pages 372 and 381.

¹ Nonresident; receives no board except as specified.

The Board of Trustees elect annually from their own number a chairman and secretary. Regular meetings of the Board are held on the second Friday of each month. Standing committees for 1913 were as follows: —

Building Committee. — Mr. S. Herbert Wilkins, Mr. Ernest B. Dane.

Finance Committee. — Mr. S. Herbert Wilkins, Mr. Horace H. Atherton, Miss Mary W. Nichols.

3. *Management.*

The institution is managed by and is under the immediate charge of a superintendent appointed by the trustees, subject to the approval of the State Board. The present superintendent is George M. Kline, M.D., salary \$3,000 per annum and maintenance.

Principal officers and heads of departments are appointed by the superintendent, subject to the approval of the State Board. All other employees are appointed directly by the superintendent or through the heads of the various departments. Each official at the head of a department has full charge of his department under the control and direction of the superintendent.

5. *Organization, Classes of Officials and Employees, and Rates of Compensation.*

The officials and employees of the hospital are organized into twelve main groups or divisions, each of which is directly responsible to the superintendent. Following is a list of all employees reporting to the superintendent, showing the head of each department and the number employed therein on Aug. 1, 1913: —

Superintendent,	1
I. Treasurer and clerks,	4
II. Clerk, stenographers and ushers,	5
III. Assistant superintendent and physician (charge female patients),	1
A. Nursing service, female wards: ¹ —	
1. Superintendent of nurses,	1
2. Supervisor of female nurses, head nurses, nurses, etc. (female wards),	32
3. Industrial worker,	1
4. Head seamstress and seamstresses,	3
B. Assistant physician, head nurses and nurses,	18
C. Assistant physician, head nurses and nurses,	37

¹ The superintendent of nurses, supervisor of female nurses, industrial worker and head seamstress report directly to the assistant superintendent.

IV. Assistant physician (charge male patients),	1
A. Nursing service, male wards: ¹ —	
1. Supervisor of male attendants, assistant super- visors, head attendants, attendants, etc. (male wards),	45
2. Shoemaker and assistant,	2
3. Tailor,	1
B. Assistant physician, head attendants, attendants,	21
C. Assistant physician, head attendants, attendants,	12
V. Clinical director and pathologist, and technician,	2
VI. Pharmacist,	1
VII. Social worker,	1
VIII. Steward's department,	23
IX. Matron's department,	29
X. Chief engineer, assistant engineers, firemen, etc.,	28
XI. Superintendent of construction, carpenters, painters, etc.,	34
XII. Head farmer, farm hands, gardeners, etc.,	28
Total number of officials and employees,	331

The classes of officials and employees in each group or division, together with the rates of compensation on Aug. 1, 1913, are shown in the following statement: —

NOTE. — All officials and employees receive lodging and board, except where stated to the contrary.

Superintendent,	1 at \$3,000.00 yr.
I. Treasurer ² (acting steward, Aug. 1, 1913),	1 at 1,400.00 yr.
Clerk,	1 at 10.00 wk.
Clerk ² (one meal),	1 at 10.00 wk.
Clerk ² (temporary) (one meal),	1 at 7.00 wk.
II. Office employees: —	
Superintendent's clerk,	1 at 8.60 wk.
Stenographers ² (one meal a day),	2 at 10.40 wk.
Ushers,	2 at 6.95 wk.
III. Assistant superintendent and physician (charge of female patients),	1 at 1,500.00 yr.
A. Nursing service, female wards: ³ —	
1. Superintendent of nurses,	1 at 13.40 wk.
2. Supervisor of female nurses (charge of all nurses on female wards),	1 at 13.40 wk.
a. Night supervisor,	1 at 8.05 wk.
Night relief,	2 at 5.75 wk.
b. Head nurse,	1 at 9.25 wk.
Nurses,	1 at 6.95 wk.
"	3 at 5.75 wk.

¹ The supervisor of male attendants, shoemaker and tailor report directly to physician, No. IV.

² Nonresident; receives no board except as specified.

³ The superintendent of nurses, supervisor of female nurses, industrial worker and head seamstress report directly to the assistant superintendent.

Nurses,	4 at	\$4.60 wk.
Night nurses,	3 at	5.75 wk.
c. Head nurse,	1 at	9.25 wk.
Nurses,	1 at	6.95 wk.
"	3 at	5.75 wk.
"	3 at	4.60 wk.
Night nurse,	1 at	5.75 wk.
d. Head nurse,	1 at	6.95 wk.
e. Head nurse (tuberculosis build- ing),	1 at	4.60 wk.
Nurse,	1 at	5.75 wk.
Maid,	1 at	3.70 wk.
f. Relief nurse,	1 at	5.75 wk.
g. Relief nurse,	1 at	4.60 wk.
h. Matron at nurses' home,	1 at	5.75 wk.
3. Industrial worker (also works in wards under physician, No. IV.),	1 at	11.55 wk.
4. Head seamstress,	1 at	7.50 wk.
Seamstress,	1 at	5.75 wk.
"	1 at	4.15 wk.
B. Assistant physician ¹ (female patients),	1 at	900.00 yr.
a. Head nurse,	1 at	5.75 wk.
Nurses,	2 at	5.75 wk.
"	5 at	4.60 wk.
b. Head nurse,	1 at	6.95 wk.
Nurses,	1 at	5.75 wk.
"	5 at	4.60 wk.
c. Head nurse,	1 at	5.75 wk.
d. Head nurse,	1 at	4.60 wk.
C. Assistant physician ¹ (female patients),	1 at	800.00 yr.
a. Head nurse,	1 at	9.25 wk.
Nurses,	1 at	8.05 wk.
"	1 at	5.75 wk.
"	7 at	4.60 wk.
Night nurse,	1 at	7.50 wk.
b. Head nurse,	1 at	6.95 wk.
Nurses,	1 at	5.75 wk.
"	3 at	4.60 wk.
Night nurse,	1 at	5.75 wk.
c. Head nurse,	1 at	5.75 wk.
d. Head nurse,	1 at	6.95 wk.
Nurse,	1 at	5.75 wk.
e. Supervisor at Middleton Colony,	1 at	9.25 wk.
Nurses and attendants,	1 at	6.35 wk.
" " "	9 at	5.75 wk.
" " "	4 at	4.60 wk.
Seamstress,	1 at	5.75 wk.

¹ All head nurses working in wards under physicians, B and C, report directly to supervisor of female nurses.

IV. Assistant physician (charge male patients),	1 at	\$1,400.00 yr.
A. Nursing service, male wards: ¹ —		
1. Supervisor of male attendants,	1 at	75.00 mo.
a. { Assistant supervisor,	1 at	10.40 wk.
{ Assistant supervisor,	1 at	9.25 wk.
(1) Attendant,	1 at	7.50 wk.
(2) Head attendant,	1 at	7.50 wk.
Attendant,	1 at	7.50 wk.
(3) Head attendant,	1 at	9.25 wk.
Attendants,	1 at	6.95 wk.
"	2 at	5.75 wk.
"	1 at	4.60 wk.
Night attendant,	1 at	5.75 wk.
(4) Head attendant,	1 at	9.25 wk.
Attendants,	2 at	6.95 wk.
"	4 at	5.75 wk.
Night attendant,	1 at	6.95 wk.
"	1 at	5.75 wk.
(5) Head attendant (Grove Hall),	1 at	8.05 wk.
Special detail attendant,	1 at	6.95 wk.
Attendant,	1 at	5.75 wk.
Night watchman,	1 at	7.50 wk.
(6) Attendant (Dayton Hall),	1 at	8.05 wk.
(7) Head attendant (tuberculosis building),	1 at	6.95 wk.
Attendant,	1 at	6.95 wk.
Night watch,	1 at	6.95 wk.
(8) Special detail attendant,	1 at	9.25 wk.
(9) Detail attendant,	1 at	7.50 wk.
(10) Detail attendants,	2 at	6.95 wk.
(11) Barber,	1 at	8.05 wk.
(12) Barber,	1 at	5.75 wk.
(13) Store attendant,	1 at	5.75 wk.
(14) Head musician,	1 at	6.95 wk.
Musicians,	3 at	5.75 wk.
b. Night supervisor,	1 at	9.25 wk.
Traveling night watch,	1 at	6.95 wk.
Night relief,	1 at	6.95 wk.
"	2 at	5.75 wk.
2. Shoemaker,	1 at	8.05 wk.
Shoemaker,	1 at	4.60 wk.
3. Tailor,	1 at	9.25 wk.

¹ Supervisor of male attendants, head shoemaker and tailor report directly to assistant physician, No. IV.

B. Assistant physician, ¹	1 at	\$1,000.00 yr.
1. Head attendant,	1 at	5.75 wk.
Attendant,	1 at	5.75 wk.
2. Head attendant,	1 at	6.95 wk.
Attendant,	1 at	6.95 wk.
"	1 at	5.75 wk.
3. Head attendant,	1 at	9.25 wk.
Attendants,	1 at	6.35 wk.
"	4 at	5.75 wk.
"	1 at	4.60 wk.
4. Head attendant,	1 at	8.05 wk.
Attendants,	1 at	6.95 wk.
"	4 at	5.75 wk.
"	1 at	4.60 wk.
Night attendant,	1 at	5.75 wk.
C. Assistant physician, ¹	1 at	600.00 yr.
1. Head attendant,	1 at	5.75 wk.
2. Head attendant,	1 at	6.35 wk.
Attendant,	1 at	5.75 wk.
3. Head attendant,	1 at	6.95 wk.
Attendant,	1 at	6.95 wk.
4. Head attendant,	1 at	9.25 wk.
Attendants,	3 at	5.75 wk.
Night attendant,	1 at	7.50 wk.
Night special,	1 at	5.75 wk.
V. Clinical director and pathologist ² (one meal a day,	1 at	1,900.00 yr.
Technician ² (one meal a day),	1 at	11.55 wk.
VI. Pharmacist,	1 at	10.40 wk.
VII. Social worker,	1 at	50.00 mo.
VIII. Steward: ³ —			
Steward's clerk ² (one meal a day),	1 at	9.25 wk.
Baker,	1 at	13.85 wk.
Assistant baker,	1 at	8.05 wk.
Cook,	1 at	13.85 wk.
Assistant cook,	1 at	8.05 wk.
" "	1 at	6.95 wk.
Night cook,	1 at	6.95 wk.
Meat cutter,	1 at	8.05 wk.
Kitchenmen,	2 at	4.60 wk.
Domestics,	1 at	5.75 wk.
"	4 at	4.60 wk.
Waiter,	1 at	6.35 wk.
"	1 at	5.75 wk.
Housekeeper, Grove Hall,	1 at	6.95 wk.
Housekeeper, Dayton Hall,	1 at	4.60 wk.
Cook (Middleton Colony),	1 at	6.35 wk.
Domestic (colony),	1 at	4.15 wk.

¹ All head attendants working in wards under physicians, B and C, report directly to supervisor of male attendants.

² Nonresident; receives no board except as specified.

³ Position vacant Aug. 1, 1913; treasurer acting as steward.

	Porter ¹ (two meals a day),	1 at	\$11.55 wk.
	Janitor,	1 at	6.95 wk.
IX.	Matron,	1 at	9.80 wk.
	Domestics,	1 at	5.10 wk.
	"	2 at	4.60 wk.
	"	4 at	4.15 wk.
	Waitresses,	3 at	4.60 wk.
	"	2 at	4.15 wk.
	Head laundryman, ¹	1 at	17.00 wk.
	Laundryman,	1 at	5.20 wk.
	"	1 at	4.15 wk.
	Laundresses,	1 at	5.75 wk.
	"	1 at	4.60 wk.
	"	7 at	4.15 wk.
	Laundress (temporary),	1 at	4.15 wk.
	Cook, officers' kitchen,	1 at	9.25 wk.
	Domestic,	1 at	4.60 wk.
	Cook, supervisors,	1 at	8.00 wk.
X.	Chief engineer, ¹	1 at	1,400.00 yr.
	Assistant engineers, ¹	6 at	2.95 day
	Assistant engineer, ¹	1 at	2.35 day
	Assistant engineer ¹ (Middleton Colony),	1 at	2.35 day
	Firemen, ¹	5 at	2.83½ day
	Firemen ¹ (Middleton Colony),	3 at	2.83½ day
	Electrician, ¹	1 at	2.95 day
	Electrician's helper ¹ (temporary),	1 at	1.25 day
	Plumbers ¹ (temporary),	3 at	4.80 day
	Plumber, ¹	1 at	3.75 day
	Plumber's helper, ¹	1 at	2.00 day
	Machinist, ¹	1 at	3.50 day
	Machinist laborers, ¹	3 at	2.25 day
XI.	Superintendent of construction, ¹	1 at	3.75 day
	Head carpenter, ¹	1 at	3.25 day
	Carpenters, ¹	5 at	3.00 day
	Carpenters (temporary),	6 at	3.00 day
	Carpenter, ¹	1 at	2.60 day
	Painter, ¹	1 at	3.00 day
	Painters, ¹	3 at	2.60 day
	Head mason, ¹	1 at	3.50 day
	Masons, ¹	3 at	3.50 day
	Masons ¹ (temporary),	5 at	.60 hr.
	Mason ¹ (temporary),	1 at	2.25 day
	Tenders, ¹	3 at	2.25 day
	Tender, ¹	1 at	2.00 day
	Blacksmith, ¹	1 at	3.00 day
	Blacksmith's helper, ¹	1 at	2.25 day
XII.	Head farmer, ¹	1 at	23.05 wk.
	Farm hand, ¹	1 at	17.50 wk.
	Farm hands,	1 at	1.15 day
	" "	8 at	1.00 day
	" "	1 at	5.00 wk.

¹ Nonresident; receives no board except as specified.

Farm hands ¹ (temporary),	2 at	\$2.25 day
Farm hand ¹ (temporary),	1 at	2.00 day
Farm hands ¹ (temporary),	2 at	1.00 day
Herdsmen, ¹	1 at	15.00 wk.
Gardener ¹ (Middleton Colony),	1 at	13.85 wk.
Florist,	1 at	11.55 wk.
Moth workers ¹ (one on leave of absence on Aug. 1, 1913),	2 at	2.25 day
Teamster, ¹	1 at	10.40 wk.
Teamsters, ¹	2 at	10.00 wk.
Coachman ¹ (three meals a day),	1 at	11.55 wk.
Stableman,	1 at	5.75 wk.
"	1 at	5.30 wk.

WESTBOROUGH STATE HOSPITAL.

1. *Functions and General Information.*

(a) This institution is maintained for the care of the insane, female habitual inebriates and persons addicted to the intemperate use of narcotics (authorized by Acts of 1884, chapter 322), and first opened for patients in December, 1886. Physicians at this institution must be of the homœopathic school of medicine.

(b) Located in the town of Westborough.

(c) Land area Nov. 30, 1913, was 763 acres.

(d) Valuation of land, buildings, equipment and stock, Nov. 30, 1913, was \$868,057.

(e) Average number of patients during 1913 was 1,241. Capacity of institution Nov. 30, 1913, was 1,193.

(f) Number of officials and employees July 1, 1914, was 372.

(g) Appropriation for expenses for 1914 was \$331,700.

2. *Control and Direction.*

Control and direction of the institution are vested partly in the State Board of Insanity and partly in an unpaid Board of seven members, appointed by the Governor, with the advice and consent of the Council, for a term of seven years, one member being appointed each year. They may also be removed by the Governor and Council. The names and residences of the trustees on Sept. 1, 1914, were as follows : —

John L. Coffin, M.D., *Chairman*, Northborough, February, 1921.

Eliza C. Durfee, *Secretary*, Fall River, February, 1915.

William Avery Cary, Esq., Medford, February, 1918.

George B. Dewson, Esq., Cohasset, February, 1917.

John M. Merriam, Esq., Sherborn, February, 1920.

Sarah B. Williams, Taunton, February, 1916.

Walter F. Mahoney, Westborough, February, 1919.

¹ Nonresident; receive no board except as specified.

The nature and extent of the trustees' authority, and of the authority of the State Board, are described in the statement for the State Board of Insanity and the Worcester State Hospital, pages 372 and 381.

The Board of Trustees elects annually from their own number a chairman and secretary. Regular meetings are held on the first Thursday of each month. In addition, two members visit the hospital every month. Standing committees appointed for 1913 were: —

Construction Committee. — Dr. Coffin, Mr. Merriam, Mr. Cary, Mr. Pickford.¹

House Committee. — Miss Durfee, Miss Williams, Mr. Dewson.

Farm Committee. — Dr. Coffin, Mr. Merriam, Mr. Cary, Miss Durfee.

Finance Committee. — Dr. Coffin, Mr. Dewson, Mr. Pickford.

Visiting Committee. — March, Miss Williams, Mr. Merriam; April, Miss Durfee, Mr. Cary, Mr. Pickford; May, Miss Durfee, Miss Williams; June, Miss Williams, Mr. Cary, Dr. Coffin; July, Dr. Coffin, Mr. Cary; August, Miss Durfee, Dr. Coffin, Mr. Pickford; September, Mr. Merriam, Miss Durfee, Mr. Cary; October, Mr. Pickford, Mr. Dewson; November, Mr. Dewson, Miss Williams; December, Mr. Pickford, Mr. Merriam; January, Dr. Coffin, Mr. Dewson; February, Mr. Merriam, Mr. Dewson.

3. *Management.*

The institution is managed by and is under the immediate charge of a superintendent appointed by the trustees, subject to the approval of the State Board, for an indefinite term. The present superintendent is Harry Spalding, M.D., salary \$3,000. In addition to this, he receives maintenance. The superintendent acts as executive head of the institution, having complete management of patients, employees, funds and property, subject to the approval and rules and regulations of the trustees and the State Board.

The treasurer is appointed by the trustees, subject to the approval of the State Board. All other employees are appointed by the superintendent, subject to the approval of the State Board. Each official at the head of a department has full charge of his department under the direction of the superintendent.

4. *Organization, Classes of Officials and Employees and Rates of Compensation.*

The officials and employees of the hospital are organized into nine main groups or divisions, each of which is directly responsible to the superintendent. The names of these groups and the

¹ Since resigned.

number of persons in each on Aug. 1, 1913, are shown in the following outline:—

Superintendent,	1
I. Treasurer and clerks,	4
II. Assistant superintendent and physician,	1
A. Assistant physician, head supervisor, supervisors, nurses, etc. (female wards),	31
B. Assistant physician, head supervisor, supervisors, attendants, etc. (male wards),	17
C. Pharmacist,	1
D. Stenographers,	4
III. Assistant physician (charge of chronic male and colony service),	1
Assistant physicians, supervisors, attendants, etc.,	77
IV. Assistant physician (charge of chronic female service),	1
Assistant physicians, supervisors, head nurses, nurses, etc.,	62
V. Pathologist and laboratory assistant,	2
VI. Steward's department,	71
VII. Chief engineer, assistant engineers, firemen, etc.,	22
VIII. Head carpenter, carpenters, painters, etc.,	12
IX. Head farmer, gardeners, farm hands, etc.,	28
Total number of officials and employees,	335

The classes of officials and employees in each group or division, together with the rates of compensation on Aug. 1, 1913, are shown in the following statement:—

NOTE.—All officials and employees receive board and lodging, except where special allowance for maintenance is made.

Superintendent,	1 at \$3,000.00 yr.
I. Treasurer,	1 at 1,000.00 yr.
Assistant clerk,	1 at 45.00 mo.
" "	1 at 35.00 mo.
Assistant clerk (provisional),	1 at 25.00 mo.
II. Assistant superintendent and physician ¹ (charge of acute service),	1 at 1,800.00 yr.
A. Assistant physician (wards for female patients),	1 at 800.00 yr.
1. Head supervisor (also on chronic female service),	1 at 75.00 mo.
a. { Occupation supervisor (on all wards for female patients),	1 at 52.00 mo.
Supervisor,	1 at 50.00 mo.
Nurses (one night nurse),	3 at 25.00 mo.
Nurses,	2 at 23.00 mo.
Nurses (one night nurse),	4 at 21.00 mo.
Nurse,	1 at 20.00 mo.
Nurses (four night nurses),	16 at 18.00 mo.

¹ Has general oversight, in certain particulars, of work of all other physicians.

b. Clothing supervisor (also on chronic female service), . . .	1 at	\$47.50 mo.
B. Assistant physician (wards for male patients) (part time; also on chronic male service), . . .	1 at	750.00 yr.
1. Head supervisor (also on chronic male service), . . .	1 at	75.00 mo.
a. { Assistant supervisor (also on chronic male service), . . .	1 at	47.25 mo.
Assistant supervisor (also on chronic male service), . . .	1 at	32.75 mo.
Attendant, . . .	1 at	35.00 mo.
Attendant (night), . . .	1 at	28.00 mo.
Attendants, . . .	3 at	26.00 mo.
Attendants (two night attendants), . . .	6 at	25.00 mo.
b. Night supervisor (also on chronic male service), . . .	1 at	54.00 mo.
c. Clothing supervisor (also on chronic male service), . . .	1 at	37.00 mo.
C. Pharmacist, . . .	1 at	30.00 mo.
D. Stenographers (also under superintendent), . . .	1 at	52.00 mo.
" " " " . . .	2 at	40.00 mo.
" " " " . . .	1 at	30.00 mo.
III. Assistant physician (charge of chronic male and colony service), . . .	1 at	1,200.00 yr.
Assistant physician, . . .	1 at	800.00 yr.
Assistant physician (also on acute male wards):—		
1. Head supervisor (also on acute male wards):—		
a. { Assistant supervisor (also on acute male wards):—		
Assistant supervisor (also on acute male wards):—		
Attendants, . . .	1 at	33.00 mo.
" . . .	2 at	30.00 mo.
" . . .	1 at	29.00 mo.
Attendants (one relief), . . .	4 at	28.00 mo.
Attendants, . . .	2 at	27.00 mo.
" . . .	1 at	26.00 mo.
Attendants (two relief), . . .	18 at	25.00 mo.
b. Night supervisor (also on acute male wards):—		
Attendants (one relief), . . .	9 at	25.00 mo.
c. Clothing supervisor (also on acute male wards):—		
d. Janitor, . . .	1 at	35.00 mo.
e. Assistant supervisor (Richmond Colony), . . .	1 at	46.15 mo.
Attendants, . . .	1 at	36.00 mo.
" . . .	2 at	30.00 mo.

Attendants,	1 at	\$28.00 mo.
"	1 at	27.00 mo.
"	2 at	26.00 mo.
Attendants (two night attendants),	5 at	25.00 mo.
f. Assistant supervisor (Warren farm),	1 at	57.25 mo.
Attendants,	2 at	32.75 mo.
Attendants (one night attendant),	4 at	30.00 mo.
Attendant (charge of mattress shop),	1 at	28.00 mo.
Attendants,	1 at	26.00 mo.
"	2 at	25.00 mo.
g. Assistant supervisor (Heath farm),	1 at	43.15 mo.
Attendant,	1 at	30.00 mo.
2. Supervisor (Sunrise Colony for women),	1 at	50.00 mo.
Nurses,	1 at	25.00 mo.
"	1 at	23.00 mo.
"	5 at	21.00 mo.
"	3 at	18.00 mo.
IV. Assistant physician ¹ (charge of chronic female service),		
Assistant physician,	1 at	1,500.00 yr.
Assistant physician,	1 at	1,000.00 yr.
Assistant physician,	1 at	800.00 yr.
Assistant physician (relief),	1 at	50.00 mo.
1. Supervisor (also on acute female service):—		
a. { Assistant supervisor,	1 at	50.00 mo.
{ Assistant supervisor,	1 at	45.00 mo.
{ Assistant supervisor (temporary),	1 at	40.00 mo.
(1) Head nurse,	1 at	40.00 mo.
Nurses,	1 at	25.00 mo.
"	4 at	18.00 mo.
(2) Head nurse,	1 at	40.00 mo.
Nurses,	1 at	25.00 mo.
"	3 at	23.00 mo.
"	4 at	18.00 mo.
(3) Nurses,	1 at	35.00 mo.
"	6 at	25.00 mo.
"	1 at	23.00 mo.
"	1 at	22.00 mo.
"	1 at	21.00 mo.
"	1 at	20.00 mo.
"	17 at	18.00 mo.
Waitress,	1 at	18.00 mo.
b. Night supervisor,	1 at	40.00 mo.
Nurses,	1 at	23.00 mo.
"	4 at	21.00 mo.
"	5 at	18.00 mo.
c. Matron nurses' home,	1 at	25.00 mo.

¹ Nonresident; receives an additional allowance of \$300 per annum for maintenance.

V. Pathologist,	1 at	\$2,400.00 yr.
Laboratory assistant, ¹	1 at	25.00 mo.
VI. Steward,	1 at	1,500.00 yr.
Assistant steward and storekeeper,	1 at	71.50 mo.
Store teamster,	1 at	25.00 mo.
Matron,	1 at	55.00 mo.
Supply matron,	1 at	20.00 mo.
Chef,	1 at	80.00 mo.
Cook, Administration,	1 at	35.00 mo.
Cook, Richmond,	1 at	35.00 mo.
Cook, Talbot,	1 at	35.00 mo.
Cook, colony,	1 at	33.00 mo.
Cook, order,	1 at	30.00 mo.
Cook, farm,	1 at	28.00 mo.
Cook, Spear,	1 at	28.00 mo.
Cook, supply,	1 at	26.00 mo.
Cook, Warren,	1 at	26.00 mo.
Cook, superintendent's,	1 at	25.00 mo.
Cook, relief,	1 at	25.00 mo.
Cook, Heath,	1 at	25.00 mo.
Baker,	1 at	81.00 mo.
Butcher, ¹	1 at	55.00 mo.
Butcher's helper,	1 at	21.75 mo.
Housekeeper,	1 at	40.00 mo.
Telephone operator,	1 at	20.00 mo.
Administration kitchen girl,	1 at	21.75 mo.
Main kitchen girl,	1 at	21.75 mo.
Talbot kitchen girl,	1 at	21.75 mo.
Chambermaid,	1 at	30.00 mo.
"	1 at	22.00 mo.
Hall girls,	2 at	20.00 mo.
Hall boy,	1 at	25.00 mo.
Main kitchenmen,	2 at	25.00 mo.
Talbot kitchenman,	1 at	21.75 mo.
Main kitchen boys,	2 at	30.00 mo.
" " "	1 at	25.00 mo.
Basement man,	1 at	28.00 mo.
" "	1 at	25.00 mo.
" "	1 at	21.75 mo.
Basement boy,	1 at	25.00 mo.
Kitchenmen,	1 at	25.00 mo.
"	2 at	21.75 mo.
Waitress, superintendent's house,	1 at	25.00 mo.
Waitresses, Administration building,	2 at	21.75 mo.
Waitresses, Congregate dining room,	3 at	21.75 mo.
Waitresses, female help building,	2 at	21.75 mo.
Head laundress,	1 at	53.50 mo.
Laundry helper,	1 at	38.00 mo.
Laundress, Richmond,	1 at	32.75 mo.
Laundry girl,	1 at	28.15 mo.

¹ Nonresident; receives an additional allowance of \$15 per month for maintenance.

	Laundrymen,	2 at	\$27.50 mo.
	Laundresses, helpers, etc.,	6 at	26.00 mo.
	Laundryman,	1 at	25.00 mo.
	Seamstress,	1 at	35.00 mo.
	Seamstresses,	1 at	23.50 mo.
	"	2 at	20.00 mo.
	Night watchman,	1 at	60.00 mo.
	Expressman,	1 at	23.00 mo.
VII.	Chief engineer,	1 at	1,400.00 yr.
	Assistant engineer,	1 at	91.00 mo.
	Assistant engineer, ¹	1 at	80.00 mo.
	Assistant engineers, ¹	2 at	2.67 day
	Engineer, ¹	1 at	2.67 day
	Assistant engineer, ¹	1 at	2.00 day
	Assistant engineer (temporary),	1 at	2.67 day
	Engineer's assistant,	1 at	55.00 mo.
	Fireman, ¹	1 at	2.67 day
	Fireman,	1 at	52.00 mo.
	Firemen, ¹	2 at	2.00 day
	Fireman, ¹	1 at	6.95 wk.
	Firemen,	4 at	2.00 day
	Fireman,	1 at	6.95 wk.
	Electrician,	1 at	3.00 day
	Plumber,	1 at	3.70 day
	Assistant plumber, ¹	1 at	2.30 day
VIII.	Head carpenter,	1 at	105.00 mo.
	Carpenters (two temporary),	6 at	3.00 day
	Carpenter (temporary),	1 at	2.50 day
	Painter,	1 at	3.25 day
	"	1 at	2.75 day
	Mason,	1 at	3.50 day
	Tender,	1 at	1.00 day
IX.	Head farmer,	1 at	1,000.00 yr.
	Gardener,	1 at	65.00 mo.
	Assistant gardener,	1 at	30.00 mo.
	" "	1 at	27.50 mo.
	Lawn man,	1 at	25.00 mo.
	Coachman,	1 at	30.00 mo.
	Farm foreman,	1 at	50.00 mo.
	Farm hands,	4 at	27.50 mo.
	" "	3 at	27.00 mo.
	" "	4 at	25.00 mo.
	Farm helper,	1 at	3.70 wk.
	Farm watchman,	1 at	27.50 mo.
	Teamsters,	2 at	27.00 mo.
	Barn man,	1 at	30.00 mo.
	Poultry man,	1 at	25.00 mo.
	Choremen,	2 at	27.50 mo.
	Piggery man,	1 at	30.00 mo.
	Blacksmith,	1 at	2.75 day

¹ Nonresident; receives an additional allowance of \$5 per week for maintenance.

FOXBOROUGH STATE HOSPITAL.

1. *Functions and General Information.*

(a) Foxborough State Hospital is maintained for the care and treatment of the insane. Authorized by Acts of 1889 (chapter 414), and first opened in February, 1893. Until the present year it received inebriates and persons addicted to the use of drugs, but its inmates of these classes have been transferred to Norfolk State Hospital.

(b) Located at Chestnut and North streets in the town of Foxborough.

(c) Land area Nov. 30, 1913, was 103 acres.

(d) Valuation of land, buildings, equipment and stock, Nov. 30, 1913, was \$297,719.77.

(e) Average number of patients during 1913 was 361. Capacity of institution Nov. 30, 1913, was 299.

(f) Number of officials and employees July 1, 1914, was 89.

(g) Appropriation for expenses for 1914 was \$108,330.

2. *Control and Direction.*

Control and direction of the institution are vested partly in the State Board of Insanity and partly in an unpaid Board of seven trustees, appointed by the Governor, with the advice and consent of the Council, for a term of seven years, one member being appointed each year. The trustees may also be removed by the Governor and Council. The names and residences of the trustees on Sept. 1, 1914, with the dates of expiration of their respective terms, were as follows: —

Henry T. Schaefer, *Chairman*, Boston, February, 1921.

Thomas J. Scanlon, M.D., Boston, February, 1920.

George C. Shields, Mansfield, February, 1919.

Mrs. Mary A. Mahan, Boston, February, 1918.

Sarah E. Coppinger, M.D., *Secretary*, Boston, February, 1917.

Joseph H. Guillett, Lowell, February, 1916.

Isaac Heller, Boston, February, 1915.

The nature and extent of the trustees' authority, and of the authority of the State Board, are described in the statements for the State Board of Insanity and the Worcester State Hospital, pages 372 and 381.

The Board of Trustees elects annually from their own number a chairman and secretary. During the year 1913 meetings of the Board were held at the hospital the first Wednesday of each month.

3. *Management.*

The institution is managed by and is under the immediate charge of a superintendent elected by the trustees, subject to the approval of the State Board, for an indefinite term. The present superintendent is Dr. Albert C. Thomas, salary, \$2,500 with maintenance.

All other officials and employees are appointed by the superintendent, subject to approval by the State Board. The hospital is now being reorganized as an institution for the insane, all inebriates and cases of drug addiction having been transferred to the Norfolk State Hospital.

4. *Organization, Classes of Officials and Employees and Rates of Compensation.*

The officials and employees of the hospital were organized on Aug. 1, 1913, into nine main groups or divisions, each of which was directly responsible to the superintendent. The names of these groups and the number of persons in each group are shown in the following outline: —

Superintendent and treasurer,	1
I. Telephone operators,	2
II. First assistant physician, assistants and attendants,	23
III. Physician to out-patient department and assistant,	2
IV. Steward's department,	27
V. Chief engineer, assistants and firemen,	10
VI. Construction laborers,	3
VII. Mechanics,	2
VIII. Head farmer and farm laborers,	9
IX. Coachman,	1
Total number of officials and employees,	80

The classes of officials and employees in each group or division, together with the rates of compensation on Aug. 1, 1913, are shown in the following statement: —

NOTE. — All officials and employees receive lodging and board, except where stated to the contrary.

Superintendent and treasurer,	1 at	\$250.00 mo.
I. Telephone operator (day),	1 at	20.00 mo.
Telephone operator (night),	1 at	15.00 mo.
II. First assistant physician,	1 at	150.00 mo.
Junior assistant physician,	1 at	800.00 yr.
Supervisor,	1 at	57.00 mo.
Attendants,	2 at	45.00 mo.

Attendant ¹ (table board),	1 at	\$45.00 mo.
Attendants,	1 at	40.50 mo.
"	1 at	40.00 mo.
"	1 at	39.00 mo.
"	2 at	34.00 mo.
Attendant, ¹	1 at	34.00 mo.
Attendants,	2 at	30.00 mo.
"	5 at	28.00 mo.
"	1 at	27.00 mo.
"	3 at	25.00 mo.
III. Physician to out-patient department ¹ (dinner furnished on weekly visit),	1 at	125.00 mo.
Assistant ¹ (dinner furnished on weekly visit),	1 at	100.00 mo.
IV. Steward and purchasing agent ¹ (dinners and house rent),	1 at	1,400.00 yr.
Bookkeeper (works partly for steward and partly for superintendent),	1 at	65.00 mo.
Clerk,	1 at	45.00 mo.
Stenographer (works partly for steward and partly for superintendent),	1 at	40.00 mo.
Storekeeper,	1 at	45.00 mo.
Assistant,	1 at	20.00 mo.
Baker ¹ (table board furnished),	1 at	60.00 mo.
Laborer in bakery,	1 at	12.00 mo.
Cook,	1 at	50.00 mo.
"	1 at	30.00 mo.
"	1 at	7.00 wk.
Diet cook,	1 at	35.00 mo.
Waiters,	2 at	15.00 mo.
Orderly,	1 at	20.00 mo.
Porter,	1 at	15.00 mo.
Laborer in gymnasium,	1 at	15.00 mo.
Laborer in industrial shop,	1 at	10.00 mo.
Head laundryman,	1 at	42.50 mo.
Assistant, ¹	1 at	40.00 mo.
Assistants,	1 at	18.00 mo.
"	3 at	15.00 mo.
Housekeeper,	1 at	35.00 mo.
Assistant,	1 at	20.00 mo.
Housemaid,	1 at	24.00 mo.
V. Chief engineer (house rent),	1 at	1,300.00 yr.
Assistant engineers, ¹	3 at	21.00 wk.
Assistant engineer,	1 at	18.00 wk.
Firemen, ¹	2 at	17.00 wk.
Fireman,	1 at	50.00 mo.
Laborer in engine room,	1 at	10.00 mo.
Plumber,	1 at	15.00 wk.
VI. Construction laborer,	1 at	70.50 mo.
"	1 at	30.00 mo.
"	1 at	20.00 mo.

¹ Nonresident; receives no board except as specified.

VII. Mechanics: —			
Carpenter ¹ (dinner furnished),	1 at	\$2.50 day	
Painter,	1 at	25.00 mo.	
VIII. Head farmer,	1 at	100.00 mo.	
Farm laborer ¹ (greenhouse),	1 at	52.50 mo.	
Farm laborer, ¹	1 at	42.50 mo.	
Farm laborer (cow barn),	1 at	30.00 mo.	
Farm laborer,	1 at	28.00 mo.	
Farm laborer (hennerly),	1 at	20.00 mo.	
Farm laborer (piggery),	1 at	20.00 mo.	
Farm laborer,	1 at	15.00 mo.	
Stable man and driver,	1 at	20.00 mo.	
IX. Coachman,	1 at	40.00 mo.	

MEDFIELD STATE HOSPITAL.

1. *Functions and General Information.*

(a) Medfield State Hospital is maintained for the care and treatment of the insane. It was authorized by chapter 425, Acts of 1892, and first opened in May, 1896, as an asylum. It was made a hospital by chapter 442, Acts of 1914.

(b) Located in the town of Medfield; post-office address, Harding, Mass.

(c) Land area Nov. 30, 1913, was 441 acres.

(d) Valuation of land, buildings, equipment and stock, Nov. 30, 1913, was \$1,615,903.80.

(e) Daily average number of patients during 1913 was 1,688. Capacity of the institution Nov. 30, 1913, was 1,542.

(f) Number of officials and employees July 1, 1914, was 387.

(g) Appropriation for expenses for 1914 was \$327,500.

2. *Control and Direction.*

Control and direction of the institution are vested partly in the State Board of Insanity and partly in an unpaid Board of seven trustees appointed by the Governor, with the advice and consent of the Council, for a term of seven years, one member being appointed each year. The members of the Board may also be removed by the Governor and Council. The names and residences of the trustees on Sept. 1, 1914, with the dates of expiration of their respective terms, were as follows:² —

Walter Rapp, Brockton, February, 1915.

Mrs. Nellie B. Palmer, *Secretary*, South Framingham, February, 1921.

David M. Kasanof, Boston, February, 1917.

Mrs. Sarah J. Rand, Newton, February, 1918.

Dr. George O. Clark, Boston, February, 1919.

Dr. Albert Evans, Boston, February, 1920.

¹ Nonresident; receives no board except as specified.

² One vacancy.

The nature and extent of the trustees' authority and of the authority of the State Board are described in the statements for the State Board of Insanity and the Worcester State Hospital, pages 372 and 381.

The Board of Trustees elects annually from their own number a chairman and secretary. Meetings are held at the asylum on the first Thursday, following the first Tuesday, of every month. Additional meetings are held at the end of the year when special committees are appointed to ask for appropriations, and at such other times as may be appointed by the chairman.

3. *Management.*

The institution is managed by and is under the immediate charge of a superintendent appointed by the trustees, subject to the approval of the State Board, for an indefinite term. The present superintendent is Edward French, M.D., salary \$3,000 per annum and maintenance. He is responsible for the conduct of the whole institution. He has the medical oversight and management of all patients, and is responsible for the standard of care maintained for them.

The treasurer is appointed by the trustees, subject to the approval of the State Board. All other officials and employees are appointed by the superintendent or by the head of a department with the consent of the superintendent, and subject to the approval of the State Board.

4. *Organization, Classes of Officials and Employees and Rates of Compensation.*

The officials and employees of the hospital are organized into fourteen main groups or divisions, each of which is directly responsible to the superintendent. Following is a list of all employees reporting to the superintendent, showing the head of each department and the number employed therein on Aug. 1, 1913: —

Superintendent,	1
I. Treasurer,	1
II. Bookkeeper,	1
III. Stenographers,	3
IV. Assistant physicians, superintendent of nurses, female supervisors, attendants, etc. (female side),	128
V. Assistant physicians, male supervisors, attendants, etc. (male side),	78
VI. Dentist,	1
VII. Steward's department,	8

VIII. Matron's department,	99
IX. Chief engineer, assistant engineers and firemen,	16
X. Head carpenter and carpenters,	5
XI. Head painter and painters,	5
XII. Head mason and assistant mason,	2
XIII. Plumber,	1
XIV. Head farmer and farmers,	35
Total number of officials and employees,	384

The classes of officials and employees in each group or division, together with the rates of compensation on Aug. 1, 1913, are shown in the following statement: —

NOTE. — All officials and employees receive lodging and board, except where stated to the contrary.

Superintendent,	1 at	\$3,000.00 yr.
I. Treasurer ¹ (part time),	1 at	500.00 yr.
II. Bookkeeper,	1 at	600.00 yr.
III. Stenographers,	1 at	8.00 wk.
“	2 at	7.00 wk.
IV. { Assistant physician (female side),	1 at	1,500.00 yr.
“ { Assistant physician (female side),	1 at	600.00 yr.
“ { Superintendent of nurses,	1 at	720.00 yr.
“ { Night supervisor,	1 at	35.00 mo.
“ { Supervisor of female attendants,	1 at	55.00 mo.
“ { Assistant supervisor,	1 at	40.00 mo.
“ { A. Head attendant (building B-1),	1 at	30.00 mo.
“ { Attendant,	1 at	28.00 mo.
“ { “	1 at	24.00 mo.
“ { “	1 at	22.00 mo.
“ { Night attendant (also works in wards under head attendant, D-1),	1 at	30.00 mo.
“ { B. Head attendant (building C-1),	1 at	28.00 mo.
“ { Attendants,	1 at	28.00 mo.
“ { “	1 at	26.00 mo.
“ { “	3 at	25.00 mo.
“ { “	1 at	24.00 mo.
“ { “	1 at	22.00 mo.
“ { “	2 at	20.00 mo.
“ { Night attendant,	1 at	26.00 mo.
“ { C. Head nurse (building TB-1),	1 at	32.00 mo.
“ { Attendant,	1 at	24.00 mo.
“ { Night attendant,	1 at	28.00 mo.
“ { D. Head attendant (building D-1),	1 at	28.00 mo.
“ { Attendant,	1 at	24.00 mo.

¹ Nonresident; receives no board except as specified.

E. Head attendant (building E-1),	1 at	\$28.00 mo.
Attendants,	4 at	25.00 mo.
"	2 at	24.00 mo.
"	2 at	22.00 mo.
"	1 at	20.00 mo.
Night attendant,	1 at	28.00 mo.
F. Head attendant (building F-1),	1 at	28.00 mo.
Attendants,	1 at	28.00 mo.
"	2 at	25.00 mo.
"	5 at	24.00 mo.
"	4 at	22.00 mo.
"	7 at	20.00 mo.
Night attendant,	1 at	28.00 mo.
"	1 at	26.00 mo.
G. Head attendant (building L-1),	1 at	28.00 mo.
Attendants,	2 at	25.00 mo.
"	4 at	24.00 mo.
"	1 at	22.00 mo.
Night attendant, ¹	1 at	43.00 mo.
H. Head attendant,	1 at	32.00 mo.
Attendant,	1 at	26.00 mo.
Night attendant,	1 at	28.00 mo.
I. Head attendant (building C-4),	1 at	28.00 mo.
Attendants,	3 at	25.00 mo.
"	1 at	24.00 mo.
"	1 at	22.00 mo.
"	4 at	20.00 mo.
Night attendant,	1 at	28.00 mo.
J. Head attendant (building B-4),	1 at	30.00 mo.
Attendants,	1 at	26.00 mo.
"	1 at	24.00 mo.
"	2 at	22.00 mo.
"	1 at	20.00 mo.
Night attendant,	1 at	28.00 mo.
K. Head attendant (building R-1),	1 at	28.00 mo.
Attendants,	2 at	25.00 mo.
"	3 at	22.00 mo.
"	2 at	20.00 mo.
Night attendant,	1 at	24.00 mo.
Night relief (also works in wards under head attendant, L),	1 at	30.00 mo.
Night relief (also works in wards under head attendant, L),	2 at	28.00 mo.
L. Head attendant (building R-2),	1 at	28.00 mo.
Attendants,	2 at	24.00 mo.
"	1 at	22.00 mo.
"	3 at	20.00 mo.
Night attendant,	1 at	26.00 mo.

¹ Nonresident; receives no board except as specified.

M.	Head attendant ¹ (building B-3),	1 at	\$28.00 mo.
	Attendants,	1 at	25.00 mo.
	"	2 at	24.00 mo.
	"	2 at	20.00 mo.
	Night attendant,	1 at	25.00 mo.
N.	Head attendant ¹ (building C-3),	1 at	28.00 mo.
	Attendants,	1 at	26.00 mo.
	"	2 at	25.00 mo.
	"	2 at	24.00 mo.
	"	2 at	20.00 mo.
	Night attendant,	1 at	22.00 mo.
O.	Instructor of industries,	1 at	8.00 wk.
	Assistant,	1 at	28.00 mo.
V.	{ Assistant physician (male side),	1 at	1,000.00 yr.
	{ Assistant physician (male side),	1 at	1,000.00 yr.
	Night supervisor, ²	1 at	50.00 mo.
	Relief night attendants,	2 at	30.00 mo.
	Supervisor of male attendants,	1 at	52.00 mo.
	Assistant supervisor,	1 at	40.00 mo.
	A. Head attendant (building B-2),	1 at	32.00 mo.
	Attendant,	1 at	32.00 mo.
	"	1 at	25.00 mo.
	Night attendant,	1 at	34.00 mo.
	B. Head nurse (building C-2),	1 at	32.00 mo.
	Attendants,	1 at	30.00 mo.
	"	2 at	27.00 mo.
	"	4 at	25.00 mo.
	Night attendant, ²	1 at	45.00 mo.
	Night attendant,	1 at	27.00 mo.
	C. Head attendant (building TB-2),	1 at	34.00 mo.
	Attendant,	1 at	28.00 mo.
	Night attendant,	1 at	32.00 mo.
	D. Head attendant (building D-2),	1 at	32.00 mo.
	Attendant,	1 at	25.00 mo.
	Night attendant,	1 at	34.00 mo.
	E. Head attendant (building E-2),	1 at	32.00 mo.
	Attendants,	1 at	30.00 mo.
	"	1 at	29.00 mo.
	"	3 at	25.00 mo.
	Night attendant,	1 at	32.00 mo.
	F. Head attendant (building F-2),	1 at	37.00 mo.
	Attendants,	1 at	32.00 mo.
	"	2 at	30.00 mo.
	"	1 at	29.00 mo.
	"	2 at	27.00 mo.
	"	7 at	25.00 mo.
	Night attendant,	1 at	30.00 mo.
	"	1 at	29.00 mo.

¹ These attendants are under the charge of physician No. V., but they report to the female supervisor.

² Nonresident; receives no board except as specified.

G.	Head attendant (building S-1),	1 at	\$40.00 mo.
	Attendants,	1 at	29.00 mo.
	"	4 at	25.00 mo.
	Night attendant,	1 at	27.00 mo.
H.	Head attendant (building S-2),	1 at	32.00 mo.
	Attendants,	2 at	30.00 mo.
	"	1 at	27.00 mo.
	"	3 at	25.00 mo.
	Night attendant,	1 at	29.00 mo.
I.	Head attendant (building S-V),	1 at	30.00 mo.
	Attendant,	1 at	27.00 mo.
J.	Head attendant (building L-2),	1 at	32.00 mo.
	Attendant, ¹	1 at	45.00 mo.
	Attendant,	1 at	29.00 mo.
K.	Head attendant (building D-3),	1 at	32.00 mo.
	Attendants,	2 at	25.00 mo.
	Night attendant,	1 at	30.00 mo.
	L. Yard attendant,	1 at	34.00 mo.
	M. Shop attendants,	2 at	35.00 mo.
	"	1 at	32.00 mo.
VI.	Dentist (part time),	1 at	10.00 day
VII.	Steward,	1 at	1,500.00 yr.
	Meat cutter,	1 at	11.51 wk.
	"	1 at	32.00 mo.
	Hostler (one meal a day),	1 at	10.36 wk.
	Porter and teamster,	1 at	6.91 wk.
	" " "	1 at	6.22 wk.
	" " "	1 at	5.76 wk.
	" " "	1 at	5.30 wk.
VIII.	Matron,	1 at	500.00 yr.
	Baker, ¹	1 at	18.08 wk.
	Assistant baker, ¹	1 at	14.96 wk.
	Head cook,	1 at	13.81 wk.
	Cooks,	2 at	9.21 wk.
	"	1 at	8.00 wk.
	Assistant cooks,	3 at	5.76 wk.
	Kitchen helpers,	1 at	5.99 wk.
	" "	1 at	5.76 wk.
	" "	8 at	5.07 wk.
	" "	8 at	4.61 wk.
	" "	8 at	4.15 wk.
	Waiter,	1 at	6.91 wk.
	"	1 at	6.22 wk.
	Waitresses,	3 at	5.53 wk.
	"	1 at	5.07 wk.
	"	4 at	4.61 wk.
	"	2 at	4.15 wk.
	Head laundryman, ¹	1 at	11.51 wk.
	Laundrymen,	1 at	5.99 wk.

¹ Nonresident; receives no board except as specified.

Laundrymen,	2 at	\$5.07 wk.
“	4 at	4.61 wk.
“	5 at	4.15 wk.
Laundrywoman,	1 at	9.21 wk.
Laundrywomen,	1 at	6.22 wk.
“	3 at	5.53 wk.
“	6 at	5.07 wk.
“	4 at	4.61 wk.
“	7 at	4.15 wk.
Chambermaids in dormitories,	1 at	5.76 wk.
“ “ “	1 at	5.53 wk.
“ “ “	1 at	5.07 wk.
“ “ “	2 at	4.61 wk.
“ “ “	2 at	4.15 wk.
Sewing room employees,	1 at	5.76 wk.
“ “ “	2 at	4.15 wk.
Mending room employees,	3 at	5.76 wk.
“ “ “	2 at	4.61 wk.
“ “ “	1 at	4.15 wk.
IX. Chief engineer ¹ (house rent and lights),	1 at	1,400.00 yr.
Assistant engineer, ¹	1 at	4.00 day
Engineer, ¹	1 at	3.50 day
Engineers, ¹	3 at	3.50 day
Firemen, ¹	6 at	2.83 day
Firemen, ¹	4 at	2.50 day
X. Head carpenter, ¹	1 at	3.50 day
Carpenters, ¹	4 at	3.00 day
XI. Head painter, ¹	1 at	3.00 day
Painters, ¹	4 at	2.25 day
XII. Head mason, ¹	1 at	4.00 day
Assistant mason, ¹	1 at	2.50 day
XIII. Plumber,	1 at	16.64 wk.
XIV. Head farmer (with living for self and family),	1 at	23.02 wk.
Farmers,	2 at	9.21 wk.
“	1 at	7.83 wk.
“	1 at	7.60 wk.
“	2 at	6.91 wk.
“	10 at	6.45 wk.
“	13 at	5.76 wk.
“	1 at	4.61 wk.
“	1 at	1.50 day
“	2 at	.75 day
Stone mason (employed on farm in wet weather), ²	1 at	4.00 day

¹ Nonresident; receives no board except as specified.² Paid at rate of \$25 a month for farm work.

WORCESTER STATE ASYLUM.

1. *Functions and General Information.*

(a) Worcester State Asylum is maintained for the care of chronic insane. The present site, with additional land, was the original location of the Worcester State Hospital. It was authorized by Acts of 1877, chapter 227, and first opened in October, 1877; colony at North Grafton, authorized by chapter 434, Acts of 1902. By legislative act, chapter 679, Acts of 1912, the Worcester buildings are to be vacated and the entire institution transferred to North Grafton before Jan. 1, 1915. Patients are admitted only on transfer from the State Hospitals.

(b) Located on Summer Street, Worcester; colony in North Grafton.

(c) Land area Nov. 30, 1913, was 918 acres.

(d) Total valuation of land, buildings, equipment and stock, Nov. 30, 1913, was \$1,362,247.04.

(e) Daily average number of patients during 1913 was 1,256. Capacity of the institution Nov. 30, 1913, was 1,342.

(f) Number of officials and employees July 1, 1914, was 352.

(g) Appropriation for expenses for 1914 was \$387,684.

2. *Control and Direction.*

Control and direction of the institution are vested partly in the State Board of Insanity and partly in an unpaid Board of seven trustees appointed by the Governor, with the advice and consent of the Council, one member being appointed each year for a term of seven years. These trustees are also trustees of the Worcester State Hospital, and the statement as to their powers and duties, given in the account of the work of that institution, applies also to the Worcester Asylum (for statement regarding the Worcester Hospital, see page 381).

The Board of Trustees is organized with a chairman and clerk and meets monthly at either the Worcester State Hospital, Worcester State Asylum or the Grafton Colony, taking each in turn. Two members of the Board of Trustees visit each month the two institutions at which no meeting is held during that month.

3. *Management.*

The institution is managed by and is under the immediate charge of a superintendent appointed by the trustees, subject to the approval of the State Board, for an indefinite term. The present superintendent is H. Louis Stick, M.D., salary \$3,000 per annum with maintenance. The superintendent has charge of the entire institution and superintends and directs all work of the different departments under direction of the trustees and the State Board, and in accordance with the rules and regulations which the State Board formulates. The superintendent also acts as treasurer of the institution. All other officials and employees are appointed by the superintendent, subject to the approval of the State Board.

4. *Organization, Classes of Officials and Employees and Rates of Compensation.*

The officials and employees of the hospital are organized into thirteen main groups or divisions, each of which is directly responsible to the superintendent. The supervisor at Grafton Colony has charge of the farm work, construction, and work in general at the colony exclusive of medical service, domestic service and carpenters' work. The domestic department at Grafton is in the immediate charge of two assistant matrons who report to the head matron at Worcester. Following is a list of the groups of employees reporting to the superintendent, showing the head of each department and the number employed therein on Aug. 1, 1913: —

Superintendent and treasurer,	1
I. Auditor (title "examiner"),	1
II. Head clerk, stenographers and clerks,	5
III. Assistant physician, superintendent of nurses, and nurses (Worcester, female side),	31
IV. Assistant physician, supervisor and attendants (Worcester, male side),	27
V. Assistant physicians, superintendent of nurses and nurses (Grafton, female side),	41
VI. Assistant physician and attendants (Grafton, male side),	23
VII. Pathologist (Worcester),	1
VIII. Steward's department (Worcester),	9
IX. Matron's department (Worcester and Grafton),	74
X. Chief engineer and assistant engineers (Worcester),	5
XI. Head carpenter and carpenters (Worcester and Grafton),	15
XII. Painter (Worcester),	1

XIII. Supervisor (Grafton Colony),	1
A. Engineer and assistant engineers,	8
B. Cobbler,	1
C. Tailor,	1
D. Masons and helpers,	5
E. Head painter and painters,	7
F. Plumber and helpers,	4
G. Head farmer and farm laborers,	43
<hr/>	
Total number of officials and employees,	304

The classes of officials and employees in each group or division, together with the rates of compensation on Aug. 1, 1913, are shown in the following outline: —

NOTE. — All officials and employees receive lodging and board, except where stated to the contrary.

Superintendent and treasurer,	1 at \$3,000.00 yr.
I. Auditor ¹ (title "examiner") (part time),	1 at 50.00 yr.
II. Head clerk (one meal a day),	1 at 90.00 mo.
Stenographers, ¹	2 at 600.00 yr.
Clerk, ¹	1 at 60.00 mo.
Clerk and stenographer, ¹	1 at 7.50 wk.
III. Assistant physician (Worcester, female side),	1 at 1,400.00 yr.
Superintendent of nurses,	1 at 50.00 mo.
Nurses,	1 at 35.00 mo.
"	2 at 30.00 mo.
"	1 at 28.00 mo.
"	5 at 25.00 mo.
"	1 at 22.00 mo.
"	11 at 20.00 mo.
"	2 at 6.45 wk.
"	6 at 5.75 wk.
IV. Assistant physician (Worcester, male side),	1 at 1,000.00 yr.
Supervisor,	1 at 45.00 mo.
Attendants,	1 at 30.00 mo.
"	1 at 8.05 wk.
"	2 at 6.90 wk.
"	3 at 6.45 wk.
"	1 at 6.20 wk.
"	17 at 5.75 wk.
V. { Assistant physician (Grafton, female side),	1 at 1,200.00 yr.
{ Assistant physician (Grafton, female side),	1 at 800.00 yr.
Superintendent of nurses,	1 at 50.00 mo.
Nurses,	1 at 33.00 mo.
"	1 at 30.43 mo.
"	1 at 30.00 mo.
"	1 at 29.00 mo.
"	2 at 28.00 mo.

¹ Nonresident; receives no board except as specified.

Nurses,	3 at	\$27.00 mo.
"	1 at	26.00 mo.
"	6 at	25.00 mo.
"	22 at	20.00 mo.
VI. Assistant physician (Grafton, male side),	1 at	1,200.00 yr.
Supervisor: ¹ —								
Attendants,	1 at	40.00 mo.
"	1 at	35.00 mo.
"	2 at	30.00 mo.
"	3 at	28.00 mo.
"	15 at	25.00 mo.
VII. Pathologist ² (Worcester) (part time),	1 at	100.00 yr.
VIII. Steward ² (Worcester) (one meal a day),	1 at	23.00 wk.
Assistant steward,	1 at	50.00 mo.
Baker,	1 at	60.00 mo.
Gardener, ³	1 at	15.00 wk.
Gardener,	1 at	40.00 mo.
"	1 at	6.90 wk.
Yard attendants,	1 at	6.90 wk.
"	2 at	5.75 wk.
IX. Matron ² (Worcester),	1 at	800.00 yr.
A. Assistant matron ² (Worcester),	1 at	450.00 yr.
Office girl,	1 at	5.00 wk.
" "	1 at	4.70 wk.
" "	1 at	4.15 wk.
Cook,	1 at	6.00 wk.
Kitchen employees,	1 at	45.00 mo.
" "	1 at	40.00 mo.
" "	1 at	30.00 mo.
" "	2 at	6.90 wk.
" "	1 at	5.75 wk.
Kitchen girl,	1 at	30.00 mo.
" "	1 at	5.30 wk.
Domestics,	1 at	4.75 wk.
"	1 at	4.25 wk.
"	2 at	4.00 wk.
"	2 at	3.70 wk.
Laundryman,	1 at	30.00 mo.
"	1 at	5.75 wk.
Laundry girl, ²	1 at	5.75 wk.
Laundry girl, ²	1 at	5.00 wk.
Laundry girls, ²	3 at	4.80 wk.
Laundry girl, ²	1 at	4.75 wk.
Laundry girls, ²	3 at	4.50 wk.
Laundry girls, ²	4 at	1.00 day
Sewing-room girl ² (one meal a day),	1 at	35.00 mo.
Sewing-room girl ² (one meal a day),	1 at	5.50 wk.

¹ Position vacant on August 1.² Nonresident; receives no board except as specified.³ Immediate charge of kitchen employees at Worcester is divided between matron and assistant matron.

	Sewing-room girl,	1 at	\$5.00 wk.
	" " "	1 at	1.00 day
B.	Assistant matron ¹ (Grafton): —		
	Cooks,	1 at	27.00 mo.
	"	3 at	20.00 mo.
C.	Assistant matron (Grafton),	1 at	500.00 yr.
	Cooks,	1 at	27.00 mo.
	"	3 at	25.00 mo.
	Assistant cooks,	1 at	27.00 mo.
	" "	2 at	20.00 mo.
	Kitchenman,	1 at	30.00 mo.
	Kitchen girls,	9 at	20.00 mo.
	Domestic,	1 at	24.00 mo.
	Laundrymen,	1 at	35.00 mo.
	"	2 at	25.00 mo.
	Laundry girls,	1 at	25.00 mo.
	" "	2 at	20.00 mo.
	" "	2 at	18.00 mo.
	Sewing-room girls,	1 at	30.00 mo.
	" " "	2 at	24.00 mo.
	D. Housekeeper at nurses' home,	1 at	30.00 mo.
X.	Chief engineer ² (Worcester),	1 at	1,200.00 yr.
	Engineers,	2 at	65.18 mo.
	"	2 at	15.00 wk.
XI.	Head carpenter ² (Worcester),	1 at	3.50 day
	Carpenter, ²	1 at	2.90 day
	Carpenters, ²	2 at	2.75 day
	Carpenter, ²	1 at	1.83 day
	Carpenter ² (Grafton),	1 at	3.00 day
	Carpenters ² (Grafton),	2 at	2.95 day
	Carpenters ² (Grafton),	3 at	2.90 day
	Carpenters ² (Grafton),	4 at	2.85 day
XII.	Painter ² (Worcester),	1 at	3.20 day
XIII.	Supervisor at Grafton Colony,	1 at	100.00 mo.
	A. Engineer, ²	1 at	86.00 mo.
	Assistant engineers,	4 at	65.18 mo.
	" "	1 at	2.12 day
	" "	1 at	1.54 day
	Engineer's helper,	1 at	1.35 day
B.	Cobbler,	1 at	2.11 day
C.	Tailor,	1 at	1.92 day
D.	Masons, ²	4 at	3.65 day
	Helper,	1 at	2.50 day
E.	Head painter, ²	1 at	3.50 day
	Painters, ²	2 at	3.00 day
	Painters, ²	4 at	2.85 day
F.	Plumber ² (one meal a day),	1 at	3.50 day
	Helper, ²	1 at	30.00 mo.
	Helper, ²	1 at	1.81 day
	Helper, ²	1 at	1.35 day

¹ Position vacant on Aug. 1, 1913.² Nonresident; receives no board except as specified.

G. Head farmer,	1 at	\$70.00 mo.
Farmers,	1 at	55.00 mo.
"	2 at	40.00 mo.
"	1 at	35.00 mo.
"	2 at	32.00 mo.
"	2 at	30.00 mo.
"	3 at	28.00 mo.
"	14 at	27.00 mo.
"	2 at	25.00 mo.
Gardener,	1 at	60.00 mo.
"	1 at	30.00 mo.
Dairyman,	1 at	40.00 mo.
Teamsters,	1 at	38.00 mo.
"	3 at	32.00 mo.
"	4 at	30.00 mo.
"	3 at	28.00 mo.
Blacksmith, ¹	1 at	3.00 day

GARDNER STATE COLONY.

1. *Functions and General Information.*

(a) Gardner State Colony is maintained for the care and treatment of the insane (authorized by Acts of 1900, chapter 451), and was first opened in October, 1902. This institution is constructed on the colony plan, and, in addition to the central group of buildings, has seven separate groups of cottages for the accommodation of patients. Patients are admitted only on transfer from the State hospitals.

(b) Located on Chapel Street, town of Gardner; some of the land belonging to the colony is in the town of Westminster.

(c) Land area Nov. 30, 1913, was 1,608 acres.

(d) Valuation of land, buildings, equipment and stock on Nov. 30, 1913, was \$553,128.97.

(e) Daily average number of patients during 1913 was 682. Capacity of the institution Nov. 30, 1913, was 681.

(f) Number of officials and employees July 1, 1914, was 171.

(g) Appropriation for expenses for 1914 was \$152,855.12.

2. *Control and Direction.*

Control and direction of the institution are vested partly in the State Board of Insanity and partly in an unpaid Board of seven trustees appointed by the Governor and Council for a term of seven years, one member being appointed each year. The trustees may also be removed by the Governor and Coun-

¹ Nonresident; receives no board except as specified.

cil. The names and residences of the trustees on Sept. 1, 1914, and the dates of the expiration of their respective terms, were as follows: —

Edmund A. Whitman, *Chairman*, Cambridge, February, 1918.
 Mrs. Amie H. Coes, *Secretary*, Worcester, February, 1916.
 George N. Harwood, Barre, February, 1920.
 Wilbur F. Whitney, South Ashburnham, February, 1915.
 Mrs. Alice M. Spring, Fitchburg, February, 1921.
 William H. Baker, M.D., Lynn, February, 1917.
 John G. Blake, M.D., Boston, February, 1919.

The nature and extent of the trustees' authority and of the authority of the State Board are described in the statements for the State Board of Insanity and the Worcester State Hospital on pages 372 and 381.

The Board of Trustees elects annually from their own number a chairman and secretary. The trustees meet quarterly at the hospital, and each of the other eight months in Boston. Standing committees appointed for 1913 were: —

On Rules. — Dr. Baker, Mrs. Coes, Dr. Blake.
On Buildings and Grounds. — Mr. Whitney, Mr. Harwood, Mr. Whitman.
On Finance. — Mr. Whitman, Mr. Whitney, Dr. Blake.
On Supplies. — Dr. Blake, Mrs. Spring, Mr. Whitney.
On Service. — Mr. Harwood, Dr. Baker, Mr. Whitney.
On Housekeeping. — Mrs. Coes, Mrs. Spring.

3. *Management.*

The institution is managed by and is under the immediate charge of a superintendent, elected by the trustees, subject to the approval of the State Board, for an indefinite term. The present superintendent is Charles E. Thompson, M.D., salary \$3,500. In addition to his salary, the superintendent receives the use of a house with heat and light, food supplies for himself and family, and domestic service. He has charge of the entire institution, under the direction of the State Board and the trustees, and subject to the regulations established by the former. He also acts as treasurer.

All officials and employees are appointed by the superintendent, subject to the State Board's approval. Each official at the head of a department has full charge of his department, under the control and direction of the superintendent.

4. *Organization, Classes of Officials and Employees and Rates of Compensation.*

The officials and employees of the hospital are organized into twenty-two main groups or divisions, each of which is directly responsible to the superintendent. The assistant superintendent has charge of all employees at cottages other than those in the central group of buildings. Following is a list of the groups of employees reporting to the superintendent, showing the head of each department and the number employed therein on Aug. 1, 1913: —

Superintendent and treasurer,	1
I. Office employees,	4
II. Assistant physician and male ward service,	16
III. Assistant physician and female ward service,	11
IV. Domestic building, — kitchenman and assistants,	4
V. Laundryman and assistant,	2
VI. Matron, patients' dining room, and assistant,	2
VII. Matron, employees' dining room, and assistant,	2
VIII. Head farmer and gardener,	2
IX. Housekeeper, administration building,	1
X. Cook, administration building,	1
XI. Seamstresses, women's industrial building,	5
XII. Director of industries for men,	1
XIII. Supervisor of shoemaking,	1
XIV. Supervisor of furniture making,	1
XV. Cabinet maker,	1
XVI. Chief engineer, assistant engineers, firemen, etc.,	8
XVII. Mechanics,	7
XVIII. Painter,	1
XIX. Supervisor of supplies,	1
XX. Housekeeper at employees' cottages,	1
XXI. Cook at superintendent's cottage,	1
XXII. Assistant superintendent, having supervision over all cottages, except central group,	1
A. Night watchman,	1
B. Employees at Belcher cottage,	10
C. Employee at Fairview cottage,	1
D. Employees at Highland cottage,	3
E. Employees at Hillcrest cottage,	5
F. Employees at Westminster cottages,	15
G. Employees at Valley Farm cottages,	8
H. Employees at Gardner cottages,	15
Total number of officials and employees,	133

The classes of officials and employees in each group or division, together with the rates of compensation on Aug. 1, 1913, are shown in the following statement: —

NOTE. — All officials and employees receive lodging and board, except where stated to the contrary.

Superintendent and treasurer,	1 at	\$2,500.00 yr.
I. Office employees: —		
Bookkeeper,	1 at	600.00 yr.
Stenographer (physicians'),	1 at	35.00 mo.
Stenographer (superintendent's),	1 at	30.00 mo.
Telephone operator,	1 at	25.00 mo.
II. Assistant physician (charge male ward service),	1 at	1,200.00 yr.
Supervisor,	1 at	35.00 mo.
Attendants,	1 at	35.00 mo.
"	1 at	34.00 mo.
"	4 at	30.00 mo.
"	4 at	28.00 mo.
"	3 at	25.00 mo.
"	1 at	23.00 mo.
III. Assistant physician (charge female ward service),	1 at	600.00 yr.
Supervisor,	1 at	30.00 mo.
Night attendant,	1 at	30.00 mo.
Attendants,	2 at	25.00 mo.
"	5 at	20.00 mo.
"	1 at	18.00 mo.
IV. Domestic building: —		
Kitchenman in charge,	1 at	55.00 mo.
Assistant kitchenman ¹ (two meals),	1 at	43.00 mo.
Assistant kitchenman,	1 at	35.00 mo.
Cook,	1 at	40.00 mo.
V. Laundryman,	1 at	35.00 mo.
Laundress,	1 at	30.00 mo.
VI. Matron, patients' dining room,	1 at	30.00 mo.
Assistant matron, patients' dining room,	1 at	22.00 mo.
VII. Matron, employees' dining room,	1 at	25.00 mo.
Assistant matron, employees' dining room,	1 at	25.00 mo.
VIII. Head farmer (has control over all farm work of the institution),	1 at	83.33 mo.
Gardener,	1 at	35.00 mo.
IX. Housekeeper, administration building,	1 at	27.00 mo.
X. Cook, administration building,	1 at	30.00 mo.
XI. Seamstress in charge,	1 at	35.00 mo.
Tailoress,	1 at	25.00 mo.
Seamstress,	1 at	30.00 mo.
"	1 at	23.00 mo.
"	1 at	20.00 mo.
XII. Director of industries for men ¹ (one meal),	1 at	60.00 mo.
XIII. Supervisor of shoemaking,	1 at	40.00 mo.
XIV. Supervisor of furniture making ¹ (one meal),	1 at	75.00 mo.
XV. Cabinet maker, ¹	1 at	2.75 day
XVI. Chief engineer,	1 at	100.00 mo.
Assistant engineer,	1 at	50.00 mo.
"	1 at	45.00 mo.

¹ Nonresident; receives no board except as specified.

Fireman, ¹	1 at	\$55.00 mo.
Fireman,	1 at	45.00 mo.
"	1 at	40.00 mo.
Blacksmith (lodging and one meal),	1 at	60.00 mo.
Plumber,	1 at	2.32 day
XVII. Mechanics:—		
Head carpenter ¹ (two meals),	1 at	105.00 mo.
Carpenter,	1 at	3.25 day
Carpenters, ¹	2 at	2.75 day
Carpenter,	1 at	2.50 day
Carpenter's helper,	1 at	1.50 day
Mason,	1 at	3.00 day
XVIII. Painter, ¹	1 at	3.00 day
XIX. Supervisor of supplies,	1 at	45.00 mo.
XX. Housekeeper at employees' cottages,	1 at	28.00 mo.
XXI. Cook at superintendent's cottage,	1 at	30.00 mo.
XXII. Assistant superintendent and physician (general supervision over all cottages),	1 at	1,500.00 yr.
A. Night telephone operator and watchman,	1 at	33.00 mo.
B. Belcher cottage:—		
Farmer and supervisor,	1 at	45.00 mo.
Attendants,	2 at	35.00 mo.
"	2 at	28.00 mo.
"	1 at	25.00 mo.
"	1 at	23.00 mo.
Herdsmen,	1 at	40.00 mo.
Housekeeper,	1 at	25.00 mo.
Cook,	1 at	25.00 mo.
C. Fairview cottage:—		
Housekeeper,	1 at	30.00 mo.
D. Highland cottage:—		
Housekeeper,	1 at	30.00 mo.
Attendant,	1 at	20.00 mo.
Cook,	1 at	25.00 mo.
E. Hillcrest cottage:—		
Farmer and supervisor,	1 at	45.00 mo.
Housekeeper,	1 at	25.00 mo.
Cook,	1 at	20.00 mo.
Attendant,	1 at	28.00 mo.
"	1 at	25.00 mo.
F. Westminster cottages:—		
Farmer and supervisor,	1 at	65.00 mo.
Housekeeper,	1 at	25.00 mo.
Cook,	1 at	28.00 mo.
Assistant cook,	1 at	28.00 mo.
Attendants,	1 at	40.00 mo.
"	1 at	35.00 mo.
"	4 at	30.00 mo.
"	2 at	31.00 mo.
"	2 at	28.00 mo.
"	1 at	25.00 mo.

¹ Nonresident; receives no board except as specified.

G. Valley Farm cottages:—

Farmer and supervisor,	1 at	\$55.00 mo.
Housekeeper,	1 at	25.00 mo.
Cook,	1 at	25.00 mo.
Attendants,	2 at	35.00 mo.
"	1 at	33.00 mo.
"	1 at	30.00 mo.
"	1 at	25.00 mo.

H. Gardner cottages:—

Farmer and supervisor,	1 at	50.00 mo.
Housekeeper and director of industries for women,	1 at	45.00 mo.
Cook,	1 at	30.00 mo.
Attendants,	3 at	30.00 mo.
"	3 at	28.00 mo.
"	1 at	23.00 mo.
"	3 at	22.00 mo.
"	2 at	20.00 mo.

MONSON STATE HOSPITAL.**1. Functions and General Information.**

(a) Monson State Hospital is maintained for the care and treatment of epileptics. It was authorized by chapter 483, Acts of 1895, and first opened in May, 1898.

(b) Located in the town of Monson; post-office address, Palmer, Mass.

(c) Land area Nov. 30, 1913, was 687 acres.

(d) Valuation of land, buildings, equipment and stock, Nov. 30, 1913, was \$688,410.68.

(e) Daily average number of patients during 1913 was 911. Capacity of the institution Nov. 30, 1913, was 853.

(f) Number of officials and employees July 1, 1914, was 235.

(g) Appropriation for expenses for 1914 was \$239,763.

2. Control and Direction.

Control and direction of the institution are vested partly in the State Board of Insanity and partly in an unpaid Board of seven trustees appointed by the Governor and Council for a term of seven years, one member being appointed each year. The trustees may also be removed by the Governor and Council. The names and residences of the trustees on Nov. 1, 1914, with the dates of expiration of their respective terms, were as follows:¹—

¹ One vacancy.

Mrs. Mary B. Townsley, *Secretary*, Springfield, July, 1916.
 John Bapst Blake, M.D., Boston, July, 1921.
 Michael I. Shea, M.D., Chicopee Falls, July, 1918.
 George A. Moore, M.D., Palmer, July, 1919.
 Stanhope E. Blunt, Springfield, July, 1917.
 George D. Storrs, Ware, July, 1920.

The nature and extent of the trustees' authority and of the authority of the State Board are described in the statements for the State Board of Insanity and the Worcester State Hospital, pages 372 and 381.

The Board of Trustees elects annually from their own number a chairman and secretary. Meetings of the Board are held at the hospital at least once a month. Special committees are appointed from time to time.

3. *Management.*

The institution is managed by and is under the immediate charge of a superintendent elected by the trustees, subject to the approval of the State Board, for an indefinite term. The present superintendent is Everett Flood, M.D., salary \$3,000 with maintenance.

The treasurer is also appointed by the trustees, subject to the approval of the State Board. All other officials and employees are appointed by the superintendent with the approval of the State Board. Each official at the head of a department has full charge of his department, under the control and direction of the superintendent.

4. *Organization, Classes of Officials and Employees and Rates of Compensation.*

The officials and employees of the hospital are organized into thirteen main groups or divisions, each of which is directly responsible to the superintendent. The nurses and female supervisors report to the first assistant physician on the female side and the male supervisors and attendants report to the first assistant physician on the male side. The second assistant physician on each side has one supervisor accompany him in his daily rounds through the buildings to which he is assigned, and this supervisor is responsible for whatever directions he gives her in regard to the patients. The nurses are changed from one grade of work to another, so that in two years they have covered practically all the wards. Following is a list of the groups of employees reporting to the superintendent, showing the head

of each department and the number employed therein on Aug. 1, 1913:—

Superintendent,	1
Assistant superintendent,	1
I. Treasurer and clerks,	6
II. Assistant physicians, supervisors, nurses, etc. (female side),	47
III. Assistant physicians, supervisors, nurses, etc. (male side),	56
IV. Assistant physician and superintendent of Children's Colony, supervisor and nurses,	10
V. Assistant physician (night duty),	1
VI. Field worker,	1
VII. Steward's department,	50
VIII. Engineer, firemen, etc.,	9
IX. Head carpenter and assistants,	3
X. Head painter and assistant,	2
XI. Driver,	1
XII. Florist,	1
XIII. Farmer and farm laborers,	26
<hr/>	
Total number of officials and employees,	215

The classes of officials and employees in each group or division, together with the rates of compensation on Aug. 1, 1913, are shown in the following statement:—

NOTE.—All officials and employees receive lodging and board, except where stated to the contrary.

Superintendent,	1 at \$3,000.00 yr.
Assistant superintendent,	1 at 1,800.00 yr.
I. Treasurer and clerk,	1 at 1,000.00 yr.
Stenographer and clerk,	1 at 9.25 wk.
Clerks,	2 at 7.00 wk.
“	1 at 6.50 wk.
Storeroom accountant and clerk,	1 at 6.00 wk.
II. { Assistant physician (in charge of two women's hospital buildings and of female supervisors and nurses), ¹	1 at 1,200.00 yr.
II. { Pathologist and assistant physician (in charge of three cottages for women, men's infirmary and women's infirmary), ¹	1 at 1,000.00 yr.
Supervisor, women's wards,	1 at 11.50 wk.
Arts and crafts instructor,	1 at 8.06 wk.
Assistant supervisors,	2 at 8.06 wk.
Nurses,	4 at 6.91 wk.
“	7 at 6.45 wk.
“	8 at 5.76 wk.

¹ Each of these two physicians gives particular attention to the wards and buildings assigned him, but the first has general direction of all nursing service in the wards attended by both. Assignments of nurses are so frequently changed that it would misrepresent the situation to attempt to make them definite as of a certain date.

	Nurses (one in charge of ward service dining room and one in charge of sewing room),	20 at	\$4.61 wk.
	Nurses in men's infirmary,	2 at	4.61 wk.
III.	Assistant physician (in charge of two men's hospital buildings, one men's cottage and of male supervisors and nurses), ¹	1 at	1,000.00 yr.
	Assistant physician (in charge of greenhouse, farm group and farm cottage), ¹	1 at	800.00 yr.
	A. Night watch, ²	1 at	14.00 wk.
	B. Nurse, pharmacist, photographer, ²	1 at	15.00 wk.
	C. Matron ² (farm group),	1 at	13.42 wk.
	Nurse and yardman,	1 at	5.76 wk.
	D. Supervisor of men's wards,	1 at	13.81 wk.
	Assistant supervisor,	1 at	10.35 wk.
	Assistant supervisor and nurse,	1 at	8.52 wk.
	Assistant supervisor,	1 at	8.06 wk.
	Nurses,	7 at	8.06 wk.
	"	6 at	7.60 wk.
	"	9 at	6.91 wk.
	"	20 at	5.76 wk.
	Nurse and outside supervisor,	1 at	5.76 wk.
	Outside man,	1 at	7.60 wk.
	"	1 at	6.91 wk.
	E. Foreman of industrial room, ²	1 at	13.81 wk.
IV.	Assistant physician and superintendent of Children's Colony,	1 at	1,000.00 yr.
	Assistant supervisor at Children's Colony,	1 at	6.91 wk.
	Nurses at Children's Colony,	5 at	4.61 wk.
	Teachers at Children's Colony,	2 at	6.45 wk.
	Nurse, fireman and utility man at Children's Colony,	1 at	9.00 wk.
V.	Assistant physician, night duty,	1 at	800.00 yr.
VI.	Field worker,	1 at	900.00 yr.
VII.	Steward,	1 at	1,500.00 yr.
	A. Storekeeper, meat cutter, ²	1 at	14.00 wk.
	Store assistant,	1 at	8.00 wk.
	"	1 at	6.91 wk.
	B. Matron and dietitian,	1 at	12.00 wk.
	Seamstress (in charge of marking room),	1 at	6.91 wk.
	Assistant seamstress,	1 at	5.00 wk.
	"	1 at	4.50 wk.
	"	1 at	3.70 wk.
	Kitchenman,	1 at	10.00 wk.
	"	1 at	6.91 wk.
	Cooks,	3 at	10.00 wk.
	"	1 at	8.00 wk.

¹ Each of these two physicians gives particular attention to the wards and buildings assigned him, but the first has general direction of all nursing service in the wards attended by both. Assignments of nurses are so frequently changed that it would misrepresent the situation to attempt to make them definite as of a certain date.

² Nonresident; receives no board except as specified.

³ Directs work of nurses assigned to farm group.

	Cook,	1 at	\$7.00 wk.
	Assistant cooks,	1 at	6.00 wk.
	" "	2 at	5.00 wk.
	General kitchen workers,	4 at	5.00 wk.
	" " "	4 at	4.50 wk.
	Kitchen and table worker,	1 at	5.00 wk.
	Maids in dining room and chamber service,	8 at	5.00 wk.
	Laundry man,	1 at	9.20 wk.
	Assistant laundry man,	1 at	6.21 wk.
	" " "	1 at	5.76 wk.
	Assistant laundry man ¹ (one meal a day),	1 at	3.00 wk.
	Laundress,	1 at	5.75 wk.
	Assistant laundresses,	1 at	5.00 wk.
	" "	6 at	4.15 wk.
	" "	1 at	3.70 wk.
	C. Baker,	1 at	15.00 wk.
VIII.	Engineer,	1 at	1,200.00 yr.
	Fireman ¹ (one meal a day),	1 at	14.00 wk.
	Fireman ¹ (one meal a day),	1 at	14.00 wk.
	Firemen, ¹	3 at	2.00 day
	Plumber,	1 at	15.35 wk.
	Assistant plumber,	1 at	8.06 wk.
	Electrician ¹ (one meal a day),	1 at	14.00 wk.
IX.	Head carpenter,	1 at	3.25 day
	Carpenters,	2 at	2.75 day
X.	Head painter,	1 at	2.50 day
	Painter,	1 at	2.25 day
XI.	Driver (care of stable),	1 at	10.00 wk.
XII.	Florist,	1 at	10.00 wk.
XIII.	Farmer, ¹	1 at	21.00 wk.
	Herdsmen,	1 at	17.50 wk.
	Farm workers,	3 at	8.70 wk.
	" "	1 at	8.20 wk.
	" "	3 at	7.45 wk.
	" "	1 at	7.05 wk.
	" "	3 at	6.30 wk.
	" "	1 at	4.61 wk.
	Ox teamster,	1 at	8.70 wk.
	" "	1 at	8.20 wk.
	Teamsters,	2 at	8.70 wk.
	" "	1 at	8.20 wk.
	" "	3 at	7.45 wk.
	Farm worker, coal shoveler, etc. ¹ (temporary),	1 at	2.00 day
	Farm workers, coal shoveler, etc. ¹ (temporary),	3 at	1.75 day

¹ Nonresident; receives no board except as specified.

MASSACHUSETTS SCHOOL FOR THE FEEBLE-MINDED.

1. *Functions and General Information.*

(a) The Massachusetts School for the Feeble-minded is maintained for the care and treatment of the feeble-minded. It was first instituted as a private association, to take advantage of chapter 65 of the Resolves of 1848, which provided an annual appropriation of \$2,500 for the purpose of training and teaching ten idiotic children, provided an arrangement could be made by the Governor and Council with a suitable institution. It was incorporated in 1850 (chapter 150, Acts of 1850). In 1851 the annual appropriation was increased to \$5,000, on condition that the Board of Trustees should consist of twelve persons, four of whom should be appointed by the Governor and Council, and that the Governor, Council and certain State officials should act as a Board of visitors. The school was also required to receive and educate gratuitously a certain number of feeble-minded persons designated by the Governor. In 1861 the number of State-appointed trustees was increased to six. Nearly all expenses are now met from State appropriations, but the corporation still exists and has some private funds. For most purposes the school is practically a State institution.

(b) Located on Waverley Oaks Road, Waltham; post-office address, Waverley. Branch or colony at Templeton; post-office address, Baldwinville.

(c) Land area Nov. 30, 1913, was 1,974 acres, about 160 acres being in Waltham and the rest at the colony, lying in the townships of Templeton, Phillipston and South Royalston.

(d) Valuation of land, buildings, equipment and stock, Nov. 30, 1913, was \$902,636.93.

(e) Daily average number of patients during 1913 was 1,487. Capacity of institution Nov. 30, 1913, was 1,483.

(f) Number of officials and employees July 1, 1914, was 315.

(g) Appropriation for expenses for 1914 was \$311,320.89.

2. *Control and Direction.*

Control and direction are vested partly in the State Board of Insanity and partly in an unpaid Board of twelve trustees, six of whom are appointed by the Governor and Council and the other six by the corporation of the institution. The names and residences of the trustees on Sept. 1, 1914, with the dates of

expiration of the terms of the trustees appointed by the Governor, were as follows: —

State Trustees appointed by the Governor.

Dr. Francis J. Barnes, Cambridge, June, 1917.
 Mrs. L. L. Brackett, Boston, June, 1914.
 Prof. Thomas N. Carver, Cambridge, June, 1916.
 Thomas W. Davis, Waverley, June, 1919.
 Dr. E. W. Emerson, Concord, June, 1918.
 Frederick H. Nash, Weston, June, 1915.

Corporation Trustees.

Dr. Frank G. Wheatley, *President*, North Abington.
 Charles Francis Adams, 2d, *Vice-President*, Concord.
 Charles E. Ware, *Secretary*, Fitchburg.
 Francis H. Dewey, Worcester.
 Frederick P. Fish, Brookline.
 Joseph B. Warner, Boston.

The State trustees are each appointed for a six-year term, one being appointed each year; the corporation trustees are elected at the annual meeting of the corporation, on the second Thursday in December. A president, vice-president, and secretary are also chosen at this meeting to serve for the coming year. Meetings of the Board of Trustees are held quarterly at the institution, and one trustee visits the school each week. The secretary of the corporation attends all meetings of the trustees and keeps a record of all doings.

The institution is subject to the authority of the State Board of Insanity in the same way as the institutions for the insane; consequently, the powers of the State Board and the authority of its trustees are described in the statements for the State Board of Insanity and the Worcester State Hospital on pages 372 and 381.

3. *Management.*

The institution is managed by and is under the immediate charge of a superintendent, appointed annually by the trustees, subject to the State Board's approval. The present superintendent is Walter E. Fernald, M.D., salary \$5,000 a year with maintenance.

The superintendent has charge of the institution in all its branches; has charge of all the pupils and all persons therein, subject to the directions of the State Board and the trustees.

All officials and employees are appointed by him, with the approval of the State Board. The superintendent also acts as treasurer, receiving and disbursing all moneys of the institution, and has charge of all the purchasing. Each official at the head of a department has full charge of his department, under the control and direction of the superintendent.

4. *Organization, Classes of Officials and Employees and Rates of Compensation.*

The officials and employees of the hospital are organized into twenty-four main groups or divisions, each of which is directly responsible to the superintendent. Each physician has charge of a certain group of buildings where the patients live or are employed, and all employees in these buildings report to a matron or supervisor, who in turn reports to the physician in charge. Following is a list of the groups of employees reporting to the superintendent, showing the head of each department and the number employed therein on Aug. 1, 1913:—

Superintendent,	1
I. Bookkeeper and assistants,	3
II. Office manager and assistants,	4
III. Physical training teacher,	1
IV. Supervisor of outdoor sports for boys (summer only),	1
V. Supervisor of outdoor sports for girls (summer only),	1
VI. First assistant physician, teachers and attendants caring for male patients,	58
VII. Assistant physician, attendants, etc. (male patients),	37
VIII. Assistant physician, attendants, etc. (male patients),	35
IX. Assistant physician, attendants, etc. (female patients),	54
X. Assistant physician, attendants, etc. (female patients),	32
XI. Dentist,	1
XII. Head teacher, grade teachers, etc.,	7
XIII. Cornet teacher,	1
XIV. Special industrial teacher,	1
XV. Head matron, cooks, maids, waitresses, etc.,	23
XVI. Chief engineer, assistant engineers, and fireman,	7
XVII. Night watchman,	1
XVIII. Head carpenter, carpenters,	3
XIX. Brick mason,	1
XX. Stone mason,	1
XXI. Steam fitter and assistant,	2
XXII. Farm foreman and outside attendants,	14
XXIII. Gardener,	1
XXIV. Superintendent's housekeeper,	1
Total number of officials and employees,	291

The classes of officials and employees in each group or division, together with the rates of compensation on Aug. 1, 1913, are shown in the following statement:—

NOTE. — All officials and employees receive lodging and board, except where stated to the contrary.

Superintendent,	1 at	\$5,000.00 yr.
I. Bookkeeper,	1 at	60.00 mo.
Bookkeeper (temporary),	1 at	15.00 wk.
Assistant bookkeeper,	1 at	45.00 mo.
II. Office manager,	1 at	40.00 mo.
Office attendants,	1 at	25.00 mo.
" "	2 at	20.00 mo.
III. Physical training teacher (subject to directions of all physicians as to the patients under their charge),	1 at	65.00 mo.
IV. Supervisor outdoor sports for boys (temporary) (under direction of all male physicians as to patients under their charge),	1 at	35.00 mo.
V. Supervisor outdoor sports for girls (temporary) (under direction of both female physicians as to patients under their charge),	1 at	30.00 mo.
VI. Physician and assistant superintendent (male patients),	1 at	1,700.00 yr.
A. Boys' manual training building:—		
1. Sloyd teacher,	1 at	50.00 mo.
2. Head manual teacher, ¹	1 at	55.00 mo.
Manual training teachers,	3 at	40.00 mo.
" " "	1 at	30.00 mo.
" " "	1 at	36.00 mo.
" " "	1 at	25.00 mo.
Industrial trainer,	1 at	30.00 mo.
3. Director of athletics,	1 at	60.00 mo.
B. Templeton Colony:—		
Supervisor (also in special charge of farm house),	1 at	100.00 mo.
1. Engineer,	1 at	48.00 mo.
2. Carpenter, ¹	1 at	3.50 day
Carpenter,	1 at	3.00 day
3. Mason (part time),	1 at	2.75 day
4. Matron (farm house),	1 at	500.00 yr.
Assistant matron,	1 at	35.00 mo.
Attendants,	1 at	25.00 mo.
"	3 at	21.00 mo.
Laundry attendant,	1 at	30.00 mo.
Cook,	1 at	35.00 mo.
Outside attendants,	1 at	36.00 mo.
" "	1 at	32.00 mo.
" "	2 at	30.00 mo.
" "	3 at	27.00 mo.

¹ Nonresident; receives no board except as specified.

5. Foreman (Narragansett building),	1 at	\$45.00 mo.
Matron,	1 at	500.00 yr.
Attendant,	1 at	25.00 mo.
"	1 at	21.00 mo.
Cook,	1 at	30.00 mo.
Outside attendants,	2 at	27.00 mo.
6. Foreman (Brook Colony),	1 at	750.00 yr.
Matron,	1 at	500.00 yr.
Attendants,	2 at	25.00 mo.
Cook,	1 at	30.00 mo.
Outside attendants,	1 at	32.00 mo.
"	2 at	30.00 mo.
7. Foreman (Eliot Colony),	1 at	750.00 yr.
Matron,	1 at	500.00 yr.
Attendants,	1 at	30.00 mo.
"	3 at	21.00 mo.
Cook,	1 at	35.00 mo.
Outside attendants,	1 at	30.00 mo.
"	4 at	27.00 mo.
VII. Physician (male patients),	1 at	1,100.00 yr.
A. Matron (East building),	1 at	40.00 mo.
Attendants (male),	1 at	35.00 mo.
"	1 at	30.00 mo.
"	2 at	25.00 mo.
Attendants (female),	1 at	28.00 mo.
"	2 at	25.00 mo.
Attendants (female) (temporary),	3 at	25.00 mo.
Attendants (female),	7 at	20.00 mo.
Attendants (female) (temporary),	2 at	20.00 mo.
Industrial trainer,	1 at	28.00 mo.
B. Matron (boys' dormitory),	1 at	40.00 mo.
Attendants,	9 at	25.00 mo.
"	5 at	20.00 mo.
VIII. Physician (male patients),	1 at	800.00 yr.
A. Supervisor (North building),	1 at	60.00 mo.
Matron,	1 at	32.00 mo.
Attendants (male),	1 at	35.00 mo.
"	6 at	30.00 mo.
"	4 at	25.00 mo.
Attendants (female),	1 at	28.00 mo.
"	1 at	25.00 mo.
"	3 at	20.00 mo.
B. Matron (boys' home),	1 at	32.00 mo.
Assistant matron,	1 at	35.00 mo.
Attendants,	2 at	25.00 mo.
Attendants (temporary),	2 at	25.00 mo.
Attendants,	4 at	20.00 mo.
"	1 at	10.00 wk.
C. Matron (farm),	1 at	32.00 mo.
Attendant,	1 at	25.00 mo.
"	1 at	20.00 mo.
Cook,	1 at	28.00 mo.

¹ Nonresident; receives no board except as specified.

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XV.	Head matron (Administration building), . . .	1 at	\$700.00 yr.
	A. Assistant matron,	1 at	35.00 mo.
	Porter,	1 at	30.00 mo.
	Dining room attendant,	1 at	28.00 mo.
	Head maid,	1 at	24.00 mo.
	Maids,	1 at	20.00 mo.
	"	3 at	18.00 mo.
	B. Baker ¹ (one meal a day),	1 at	72.00 mo.
	C. Kitchen matron,	1 at	50.00 mo.
	Cooks,	2 at	30.00 mo.
	Kitchen attendants,	2 at	21.00 mo.
	D. Laundry matron (reports on some matters to female physician No. X.),	1 at	35.00 mo.
	Laundry attendants,	1 at	27.00 mo.
	" "	2 at	25.00 mo.
	" "	3 at	22.00 mo.
	E. Storekeeper ¹ (one meal a day),	1 at	3.00 day
XVI.	Chief engineer,	1 at	95.00 mo.
	Assistant engineers,	4 at	70.00 mo.
	Assistant engineer ¹ (three meals a day),	1 at	3.50 day
	Fireman,	1 at	48.00 mo.
XVII.	Night watchman,	1 at	45.00 mo.
XVIII.	Head carpenter ¹ (one meal a day),	1 at	4.75 day
	Carpenters, ¹	2 at	3.50 day
XIX.	Brick mason, ¹	1 at	.65 hr.
XX.	Stone mason, ¹	1 at	.60 hr.
XXI.	Steam fitter ¹ (one meal a day),	1 at	4.00 day
	Assistant steam fitter, ¹	1 at	3.00 day
XXII.	Farm foreman,	1 at	60.00 mo.
	Outside attendants,	1 at	40.00 mo.
	" "	2 at	36.00 mo.
	" "	1 at	34.00 mo.
	" "	2 at	30.00 mo.
	" "	7 at	25.00 mo.
XXIII.	Gardener,	1 at	50.00 mo.
XXIV.	Superintendent's housekeeper,	1 at	30.00 mo.

WRENTHAM STATE SCHOOL.

1. *Functions and General Information.*

(a) Wrentham State School is maintained for the care and instruction of the feeble-minded. Authorized by Acts of 1906 (chapter 508), and first opened in June, 1907.

(b) Located in the town of Wrentham.

(c) Land area Nov. 30, 1913, was 495 acres.

(d) Valuation of land, buildings, equipment and stock, Nov. 30, 1913, was \$464,453.39.

¹ Non resident; receives no board except as specified.

(e) Daily average number of patients during 1913 was 423. Capacity of institution Nov. 30, 1913, was 580.

(f) Number of officials and employees July 1, 1914, was 104.

(g) Appropriation for expenses for 1914 was \$212,430.

2. *Control and Direction.*

Control and direction are vested partly in the State Board of Insanity and partly in an unpaid Board of seven trustees appointed by the Governor, with the advice and consent of the Council, for a term of seven years, one member being appointed each year. The trustees may also be removed by the Governor and Council. The names and residences of the trustees on Sept. 1, 1914, with the dates of expiration of their respective terms, were as follows:—

Albert L. Harwood, *Chairman*, Newton, August, 1919.

Ellerton James, *Secretary*, Newton, August, 1916.

Mary Stewart Scott, Brookline, August, 1915.

Susanna W. Berry, Nahant, August, 1918.

George W. Gay, Newton, August, 1917.

Patrick J. Lynch, Beverly, August, 1921.

Herbert A. Parsons, Greenfield, August, 1920.

The nature and extent of the trustees' authority and of the authority of the State Board are described in the statements for the State Board of Insanity and the Worcester State Hospital, pages 372 and 381.

The Board of Trustees elect annually from their own number a chairman and secretary. Regular meetings of the Board are held once a month, and special meetings are held from time to time.

3. *Management.*

The institution is managed by and is under the immediate charge of a superintendent, appointed by the trustees annually, subject to the approval of the State Board. The present superintendent is George L. Wallace, M.D., salary \$3,000 per annum. In addition to his salary the superintendent receives house rent and maintenance.

All other officers and employees are appointed by the superintendent, with the approval of the State Board. Each official at the head of a department has full charge of his department, under the control and direction of the superintendent.

4. *Organization, Classes of Officials and Employees and Rates of Compensation.*

The officials and employees of the school are organized into eleven main groups or divisions, each of which is directly responsible to the superintendent. The names of these groups and the number of persons in each group on Aug. 1, 1913, are shown in the following outline: —

Superintendent and treasurer,	1
I. Office employees,	3
II. Assistant physician,	1
III. Dentist,	1
IV. Ward service,	31
V. Industrial trainer and attendant,	2
VI. Industrial teacher,	1
VII. Training teacher,	1
VIII. Head matron's department,	10
IX. Chief engineer's department,	5
X. Head carpenter's department,	3
XI. Farm foreman and assistants,	7
<hr/>	
Total number of officials and employees,	66

The classes of officials and employees in each group or division, together with the rates of compensation on Aug. 1, 1913, are shown in the following statement: —

NOTE. — All officials and employees receive lodging and board, except where stated to the contrary.

Superintendent and treasurer,	1 at \$3,000.00 yr.
I. Office employees: —	
Bookkeeper,	1 at 12.70 wk.
Clerk and stenographer,	1 at 9.25 wk.
Clerk and stenographer (temporary),	1 at 6.95 wk.
II. Assistant physician,	1 at 1,500.00 yr.
III. Dentist (one day a week),	1 at 12.00 day
IV. Ward service: —	
Matrons at cottages, ¹	3 at 9.25 wk.
Matron at cottages, ¹	1 at 8.10 wk.
Attendants,	1 at 8.10 wk.
"	5 at 6.95 wk.
"	7 at 5.80 wk.
"	7 at 5.30 wk.
"	7 at 4.65 wk.
V. Industrial trainer,	1 at 11.55 wk.
Industrial attendant,	1 at 9.25 wk.

¹ Each of these matrons reports directly to superintendent.

VI. Industrial teacher,	1 at	\$9.25 wk.
VII. Training teacher,	1 at	8.10 wk.
VIII. Head matron (also has partial supervision over wards),	1 at	13.85 wk.
Laundry attendant,	1 at	9.25 wk.
Kitchen attendants,	1 at	8.10 wk.
“ “	1 at	7.00 wk.
“ “	1 at	6.45 wk.
“ “	2 at	5.80 wk.
“ “	1 at	5.30 wk.
Seamstress,	1 at	9.25 wk.
Baker and storekeeper,	1 at	13.85 wk.
IX. Chief engineer ¹ (one meal a day),	1 at	25.00 wk.
Assistant engineers,	2 at	16.00 wk.
“ “	1 at	14.00 wk.
Watchman and fireman,	1 at	14.00 wk.
X. Head carpenter ¹ (one meal a day),	1 at	25.00 wk.
Carpenter, ¹	1 at	3.50 day
Carpenter, ¹	1 at	3.00 day
XI. Farm foreman ¹ (one meal a day),	1 at	17.35 wk.
Farm supervisor,	1 at	11.55 wk.
Attendants,	1 at	8.10 wk.
“	2 at	6.95 wk.
Herdsmen,	1 at	8.10 wk.
Job worker,	1 at	3.00 day

MASSACHUSETTS COMMISSION FOR THE BLIND.

1. *General Information.*

- (a) Commission established by chapter 385, Acts of 1906.
- (b) Office located at 3 Park Street, Boston.
- (c) Number of officials and employees on July 1, 1914, was 35.
- (d) Appropriation for 1914 was \$65,000, of which \$25,000 was for maintenance of industries.

2. *Functions, Powers and Duties.*

The Massachusetts Commission for the Blind maintains a register of the blind in Massachusetts, which describes their condition, causes of blindness, and capacity for education and industrial training.

The commission also acts as a bureau of information and industrial aid, so as to assist blind persons in finding employment and to develop home industries for them. For these purposes the commission may furnish materials and tools to blind persons, and aid them in marketing their products.

¹ Nonresident; receives no board except as specified.

The commission maintains workshops for employment of the blind, and pays for temporary support and temporary lodging for workmen or pupils in workshops, but the commission cannot undertake the permanent support or maintenance of any blind person.

At the present time the commission is investigating the condition of persons with seriously defective eyesight, who are not provided for by schools or the commission.

3. *Control and Direction.*

The work is controlled and directed by a Board of five unpaid members appointed by the Governor, with the advice and consent of the Council, for terms of five years. The names and addresses of the present members of the Board, with the dates of expiration of their respective terms, are: —

James P. Munroe, *Chairman*, Boston, July, 1917.
Miss Annette P. Rogers, Boston, July, 1919.
Edward E. Allen, Boston, July, 1918.
Mrs. Agnes O'R. Taff, Brookline, July, 1915.
Walter B. Snow, *Secretary*, Watertown, July, 1916.

The Board has two committees, namely, the shop committee, consisting of three members, and the case committee, consisting of two members. The members of the commission personally inspect the work under their control.

4. *Management.*

The management and immediate charge of the department, including all divisions of the work, are vested in a general superintendent, who is appointed for an indefinite term by the Massachusetts Commission for the Blind, and who is responsible to and may be removed from office by them. The present general superintendent is Miss Lucy Wright, whose salary is \$2,000 per annum.

The officials and employees of the Massachusetts Commission for the Blind are organized into five main groups or divisions, one of which is in the immediate charge of the general superintendent, and each other group is in the charge of a division superintendent, who is directly responsible to the general superintendent.

The division superintendents are appointed and may be removed from office by the Commission for the Blind. The di-

vision superintendents have power to appoint the employees in their divisions, subject, however, to approval by the commission before becoming effective. The commission, however, reserves to itself the power of discharging employees.

5. *Organization, Classes of Officials and Employees and Rates of Compensation.*

The number of officials and employees in each group or division on Aug. 1, 1913, is shown in the following summary:—

Massachusetts Commission for the Blind,	5
General superintendent,	1
I. Central office,	7
II. Salesroom and special sales,	2
III. Shop system,	17
IV. Cambridge industries,	13
V. Woolson House industries,	3
—	—
Total number of officials and employees,	48

The classes of officials and employees and the rates of compensation paid on Aug. 1, 1913, are shown in the following statement:—

Massachusetts Commission for the Blind,	5 ¹
General superintendent,	1 at \$2,000.00 yr.
I. Central office: ² —	
Superintendent training and employment for women, also superintendent of salesroom,	1 at 1,100.00 yr.
Field agent for conservation of eyesight (half time),	1 at 1,000.00 yr.
Stenographer (also does register work),	1 at 780.00 yr.
Stenographer (also does secretarial work) (part time),	1 at .50 hr.
Telephone operator, ³	1 at 9.00 wk.
Accountant (receives one-third of salary in this department; reported under industries, IV., salary \$1,200).	
Special worker for defective eyesight (temporary employee),	1 at 100.00 mo.
Field worker (part time) (temporary employee),	1 at 2.00 day
Clerical assistant (receives one-fourth of salary from this department; reported under industries, IV.; temporary employee, 40 cents an hour).	

¹ Unpaid.

² The general superintendent is in immediate charge of this division.

³ Blind or partly blind employee.

II. Superintendent of training and employment for women, also superintendent of salesroom (reported under I., salary \$1,100 year).			
Manager of Woolson House industries, also manager of salesroom (reported under V., salary \$20 week).			
Salesroom agent,	1 at	\$15.00	wk.
Messenger, ¹	1 at	10.00	wk.
III. Superintendent of training and employment for men, also of commission's shops, ¹			
Sales agent, ¹	1 at	1,800.00	yr.
Canvasser, ¹	1 at	60.00	mo.
Canvasser, ¹	1 at	12.00	wk.
Manager, Cambridge shop,	1 at	1,000.00	yr.
Foreman, ¹	1 at	50.00	mo.
Bookkeeper,	1 at	14.00	wk.
Clerical assistant,	1 at	10.00	wk.
Stenographer, ¹	1 at	8.00	wk.
Office boy (part time),	1 at	.12½	hr.
Managing foreman, Pittsfield shop, ¹	1 at	12.00	wk.
Clerical assistant (part time),	1 at	20.00	mo.
Manager, Lowell shop (part time),	1 at	20.00	mo.
Foreman, ¹	1 at	50.00	mo.
Manager, Worcester shop (part time),	1 at	15.00	mo.
Foreman, ¹	1 at	50.00	mo.
Manager, Fall River shop (part time),	1 at	15.00	mo.
Foreman, ¹	1 at	50.00	mo.
IV. Superintendent, Cambridge rug and mop shops,			
Head clerk,	1 at	1,800.00	yr.
Head clerk,	1 at	12.00	wk.
Assistant clerk (temporary and part time employee) (receives one-fourth salary from central office),			
	1 at	.40	hr.
Distributing agent (part time),	1 at	1,500.00	yr.
Accountant (receives one-third salary from central office),			
	1 at	1,200.00	yr.
Foreman, rug shop,	1 at	15.00	wk.
Stock clerk,	1 at	8.00	wk.
Pattern cutter,	1 at	7.00	wk.
Seeing helper,	1 at	6.50	wk.
Pattern inserters,	2 at	6.00	wk.
Cutter,	1 at	6.00	wk.
Foreman, mop shop, ¹	1 at	15.00	wk.
V. Manager, Woolson House industries,			
	1 at	20.00	wk.
Assistant,	1 at	9.00	wk.
Art fabric finisher (temporary employee),	1 at	6.00	wk.

¹ Blind or partly blind employee.

BOARD OF PRISON COMMISSIONERS, PRISONS AND REFORMATORIES.

A. PRISON COMMISSIONERS.

1. *General Information.*

(a) The Board of Prison Commissioners, established by chapter 364, Acts of 1901, succeeded the Commissioners of Prisons, established by chapter 294, Acts of 1879.

(b) Office located in State House, Boston.

(c) Number of officials and employees, exclusive of those in the institutions, on July 1, 1914, was 18.

(d) Appropriation in 1914 for the expenses of the commission was \$49,500.

2. *Functions, Powers and Duties.*

The Board of Prison Commissioners (1) visits and inspects all prisons, reformatories, jails and houses of correction in Massachusetts; (2) has control over the State Prison, Massachusetts Reformatory, Reformatory for Women, and Prison Camp and Hospital; (3) releases and transfers prisoners; (4) prepares data concerning prisoners for use of the parole boards in considering paroles and pardons; (5) aids prisoners released from prisons; (6) returns to prison those prisoners who violate their paroles; (7) keeps finger-print and Bertillon measurements of Massachusetts prisoners; (8) audits expenditures for and by the commission, and also audits and approves expenditures for State prisons and reformatories and for industries in both State and county prisons.

The nature and extent of the commission's powers and duties with respect to State institutions are described below under "Control and Direction." In addition to the power of control over State institutions, the commission exercises limited authority over all county jails and houses of correction. In the exercise of this power, rules are enacted and regulations made for the direction and guidance of the officers of such institutions. Provision is thereby made for instruction of prisoners committed for terms of not less than six months; for the exercise of unemployed prisoners; and for medical examination and supervision of prisoners in solitary confinement. The commission likewise conducts semiannual inspections of books and all the affairs of jails and houses of correction, and for this purpose is clothed by law with all the powers possessed by county commissioners.

The authority of the Prison Commissioners to transfer prisoners extends not only to the four State institutions under their control but also to the State Farm (which is under the supervision of the Board of Charity and under the control of a Board of Trustees), as stated in the section of this report describing the work and authority of the trustees of the State Infirmary and State Farm. The Prison Commissioners also transfer, under certain conditions, prisoners to and from county jails and houses of correction.

Legislation effected in 1913 enables the commission to co-operate with the State Board of Health and State Board of Agriculture by utilizing convict labor in the reclamation of wet lands in the Commonwealth (section 4, chapter 759, Acts of 1913).

3. *Control and Direction.*

Control and direction of the commission's office force in the State House, of the State Prison, Massachusetts Reformatory, Reformatory for Women, and Prison Camp and Hospital are vested in the salaried chairman and four unpaid commissioners, each of whom is appointed for a term of five years by the Governor.

The names and addresses of the Prison Commissioners on July 1, 1914, and the dates of expiration of their respective terms, were: —

Frank L. Randall, *Chairman*, Brookline, 1916.
 Henry Parkman, Boston, 1914.
 Catherine M. O'Leary, Boston, 1918.
 Hannah T. Carret, Cambridge, 1915.
 James H. Stedman, Braintree, 1917.

The chairman receives an annual salary of \$4,000, and during 1913 received an additional salary of \$500 for services on the boards of parole for men and women.

These officials are responsible to, and may be removed from office by, the Governor and Council. Weekly meetings of the Board are held on Monday at the State House, State Prison or at one of the reformatories. The law provides for semi-annual visits of the full Board to all the institutions under its control and for a thorough examination thereof. It is also provided that at least one member of the commission shall visit monthly each institution under control of the Board, and that a majority of them shall visit such institutions quarterly for the purpose of inspecting the books and all the affairs thereof.

In the exercise of its control over State penal institutions, the Prison Commissioners enact rules for the government of officers in such institutions in the performance of their duties; for the government, discipline and instruction of convicts therein; and for the custody and preservation of institutional property. Copies of these rules must be submitted to the Governor and Council, who may approve, annul or modify them.

The commission is required to submit a report in writing at least once in six months concerning the condition of institutions, and is also required to report to the Governor whenever in its judgment the condition of administration, financial management or discipline in any of the institutions requires executive action.

The Prison Camp and Hospital renders weekly reports of commitments and discharges, monthly reports, showing number of prisoners in each section of the institution, and an annual report, showing the general condition of the institution and work accomplished. The other State institutions are required to render monthly reports to the commission concerning the labor of the prisoners during the month, including the number of prisoners in custody at the beginning and end of the month; the average daily number in custody during the month, together with their employments and occupations; accounts of the articles made during the month and return of articles made at each institution. They also render annual reports to the commission containing reports of certain officers of the institution.

All bills contracted by the institutions must be approved by the Prison Commissioners. All contracts for the institutions must be made in writing, and become binding when approved in writing by the commissioners. In the following sections of chapter 222 of the Revised Laws, the powers and duties of the Prison Commissioners, with respect to prisons and reformatories are set forth: —

SECTION 3. They shall have the general supervision of the state prison, of the Massachusetts reformatory, of the reformatory prison for women and of jails and houses of correction. They shall make rules for the direction of the officers of such institutions in the performance of their duties, for the government, discipline and instruction of the convicts therein, for the custody and preservation of the property connected therewith, for the supply of food, clothing and bedding in the state prison, Massachusetts reformatory and reformatory prison for women, for teaching prisoners who are committed to a jail or house of correction for six months or more to read and write, for securing proper exercise for unemployed sentenced prisoners in jails and houses of correction and for securing medical examination and supervision of prisoners

in jails and houses of correction who are punished by solitary imprisonment. As soon as may be after such rules have been made, the commissioners shall submit copies thereof to the governor and council who may approve, annul or modify them. Jailers, keepers of houses of correction, county commissioners and the penal institutions commissioner of the city of Boston shall make no rules inconsistent with the aforesaid rules.

SECTION 4. The full board shall visit the state prison, Massachusetts reformatory and the reformatory prison for women semi-annually and shall make a thorough examination thereof. The commissioners or one of them shall also visit said prisons at least once in each month; and a majority of the board shall visit said prisons once in three months, for the purpose of inspecting the books and all the affairs thereof and of ascertaining whether the laws and rules are duly observed, the officers competent and faithful and the convicts properly governed and employed. They shall forthwith report to the governor and council any violation of law or neglect or omission of duty, which comes to their knowledge, by any officer of the state prison, Massachusetts reformatory or reformatory prison for women who holds his office by appointment of the governor and council.

SECTION 8. The commissioners shall, at least once in six months, report in writing to the governor the condition of the state prison, the Massachusetts reformatory and the reformatory prison for women, and shall so report to the governor when, in their judgment, the conditions of administration, financial management or discipline in any of said institutions require executive action.

Information relative to the location, size and expense of each of the four institutions under the control of the Prison Commissioners is given in the table on the following page.

INSTITUTIONS UNDER THE CONTROL OF THE PRISON COMMISSION.

NAME.	Location.	When opened.	Area occupied (Acres).	Total Valuation.	Average Number of Prisoners during 1913.	Capacity of Institution, 1914.	Number employed July 1, 1914.	Appropriation for Expenses, 1914.
State Prison,	Boston (Charlestown), .	1735 ¹	9.30	\$1,256,300 00	732	800	92	\$176,000 00
Massachusetts Reformatory,	Concord,	1884	308.00	1,396,517 92	617	950	131	242,123 00
Reformatory for Women,	Sherborn,	1877	333.24	493,703 89	196	240	52	92,509 50 ²
Prison Camp and Hospital: —								
Camp,	West Rutland,	1904	986.00 ²	86,023 08 ²	59	100	34 ²	57,540 00 ²
Hospital,	West Rutland,	1907	—	—	62	100	—	—
Totals,	1,636.54	\$3,223,046 89	1,666	2,190	309	\$371,174 50

¹ Established on present site in 1808.² Includes \$13,000 for improvements.³ Total for camp and hospital.

4. *Management.*

Management of the commission's office force and agents is divided, being partly exercised by the deputy commissioner and partly by the secretary.

The deputy commissioner holds office during the pleasure of the Board and works under the direction of the chairman. The present deputy commissioner is Mr. John B. Heberd, whose salary is \$2,500 per annum. During 1913 he also received \$446.23 for services on the board of parole for men. The deputy commissioner directs and supervises the work of the agents in the care, assistance and oversight of paroled or discharged prisoners. The work of the agents is State-wide. The agent in charge of the identification of prisoners works directly under and reports to the Board.

The management and immediate charge of the commission's office are vested in the secretary of the Board, who is appointed by the commission to serve during its pleasure. The present secretary is Mr. J. Warren Bailey, whose salary is \$2,500 per annum. He is the executive officer of the Board and is in charge of the detail work of the office.

The management of each of the four institutions under the control of the Prison Commissioners is described in the statements for those institutions.

5. *Organization, Classes of Officials and Employees and Rates of Compensation.*

The officials and employees of the Prison Commissioners, exclusive of those in the institutions, are organized in three main groups or divisions, each of which is directly responsible to the commission. The titles of these groups, with the number of officials and employees in each group on Aug. 1, 1913, are shown in the following outline:—

Prison Commissioners,	5
I. Deputy commissioner and agents,	5
II. Secretary, assistant stenographer and clerks,	7
III. Agent, identification of criminals,	1
	—
Total number of officials and employees,	18

The classes of officials and employees in each main group or division, and the rates of compensation on Aug. 1, 1913, are shown in the following statement:—

Chairman, ¹	1 at \$4,000.00 yr.
Commissioners (no salary), ²	4
I. Deputy commissioner, ³	1 at 2,500.00 yr.
Agent, aiding discharged female prisoners,	1 at 1,200.00 yr.
Agents and special police officers, ⁴	2 at 1,200.00 yr.
Agent and special police officer (transfers prisoners), ⁵	1 at 1,200.00 yr.
II. Secretary,	1 at 2,500.00 yr.
Assistant secretary (special police officer, also aids discharged prisoners), ⁶	1 at 1,600.00 yr.
Stenographer, ⁷	1 at 1,000.00 yr.
Clerks, ⁷	3 at 1,000.00 yr.
“	1 at 780.00 yr.
III. Agent, identification of criminals,	1 at 1,500.00 yr.

B. STATE PRISON.

1. *Functions and General Information.*

(a) The State Prison is maintained for the safe-keeping of convicted male felons. The form of sentence is “at hard labor,” and to carry out this provision of law industries have been established. At present, the prison has eight manufacturing departments, namely, brush, harness, shoe, trunk, cloth and clothing, hosiery, hand-made shoe and mattress. The product of the brush, harness, shoe and trunk departments is sold mostly in the open market; nearly all of the product of the cloth and clothing, hosiery, hand-made shoe and mattress departments is sold to State, county and city institutions. The prison also conducts day and correspondence schools, the object of which is to give the prisoners an opportunity to improve their education. The prison was first established by chapter 21, Acts of 1785, on Castle Island in Boston harbor, and the present institution was first occupied in December, 1805.

(b) Located in Boston (Charlestown), Mass.

(c) Land area is 9.3 acres.

(d) Valuation of land, buildings and fixtures (as shown in the Auditor's report of 1913) was \$1,256,800.

¹ Also received, during 1913, \$500 for services on parole boards.

² Two of the commissioners receive \$15 a day for services on Parole Board for Reformatory for Women.

³ Also received \$446.23 during 1913 for services on parole boards.

⁴ Each of these two agents received in addition to his salary \$200 for services during 1913 as special police officer.

⁵ Received in addition to his salary \$425 for services during 1913 as special police officer.

⁶ Received in addition to his salary \$50 for services during 1913 as special district police officer.

⁷ Stenographer and one clerk also work for parole board. Stenographer received \$150 and clerk received \$100 for services during 1913.

(e) Average number of prisoners during 1913 was 732. Capacity of institution is 800.

(f) Number of officials and employees July 1, 1914, was 92.

(g) Appropriation for expenses for 1914 was \$179,000.

2. *Control and Direction.*

The Prison Commissioners exercise control and direction over this institution, as is described on page 459 preceding.

3. *Management.*

The management and immediate charge of this institution are vested in a warden, who is appointed by the Prison Commissioners, and holds office during their pleasure. The salary of the warden is \$4,000 per annum. In addition to his salary, the warden receives the use of a furnished house, with fuel and light. The warden is responsible to the Prison Commissioners and may be removed from office by them. On July 31, 1914, the warden retired and the deputy warden assumed the duties until the appointment of a warden.

The warden appoints the prison officials, — comprising the deputy warden, clerk, chaplain, religious instructor and physician, — the watchmen, and the superintendents and instructors in the industrial departments. All appointments, except those of prison officials and watchmen, must be approved by the Prison Commissioners before becoming effective.

4. *Organization, Classes of Officials and Employees and Rates of Compensation.*

The officials and employees of the State Prison are organized into nine groups or divisions, each of which is directly responsible to the warden. The names of these groups or divisions, with the number of officials and employees in each group on Aug. 1, 1913, are given in the following outline: —

Warden,	1
I. Deputy warden, watchmen, etc.,	73
II. Clerk and bookkeeper,	2
III. Chaplain,	1
IV. Religious instructor,	1
V. Physician,	1
VI. Brush department,	2
VII. Harness department,	1
VIII. Shoe department,	6
IX. Public use industries,	8
Total number of officials and employees,	96

The classes of officials and employees in each group or division, together with the rates of compensation on Aug. 1, 1913, are shown in the following statement:—

Warden (has use of furnished house, with fuel and light),	1 at \$4,000.00 yr.
I. Deputy warden (has use of furnished house, with fuel and light),	1 at 2,500.00 yr.
Turnkeys,	4 at 1,300.00 yr.
Watchmen,	43 at 1,300.00 yr.
"	10 at 1,200.00 yr.
"	3 at 1,000.00 yr.
"	2 at 800.00 yr.
Engineer,	1 at 1,800.00 yr.
Assistant engineer,	1 at 1,000.00 yr.
Firemen,	3 at 17.00 wk.
Electrician,	1 at 1,200.00 yr.
Machine shop instructor,	1 at 1,000.00 yr.
Teamster,	1 at 780.00 yr.
"	1 at 720.00 yr.
Laborer,	1 at 600.00 yr.
II. Clerk,	1 at 2,000.00 yr.
Bookkeeper,	1 at 1,000.00 yr.
III. Chaplain,	1 at 2,000.00 yr.
IV. Religious instructor,	1 at 1,500.00 yr.
V. Physician,	1 at 1,500.00 yr.
VI. Superintendent of brush department,	1 at 1,800.00 yr.
Instructor,	1 at 1,000.00 yr.
VII. Instructor in harness department,	1 at 1,300.00 yr.
VIII. Superintendent of shoe department,	1 at 1,800.00 yr.
Instructors,	1 at 1,300.00 yr.
"	4 at 1,100.00 yr.
"	1 at 1,000.00 yr.
Cutter (temporary employee),	1 at 3.00 day
IX. Superintendent of public use industries,	1 at 1,800.00 yr.
Instructor in clothing department,	1 at 1,320.00 yr.
" " " "	1 at 1,050.00 yr.
Instructor in hand-made shoe department,	1 at 1,100.00 yr.
Instructor in hosiery department,	1 at 1,500.00 yr.
Instructor in mattress department,	1 at 1,000.00 yr.

NOTE. — On Aug. 1, 1913, no instructor was employed in the trunk department, one of the watchmen acting in charge of the work in that department.

No official or employee receives board, lodging or allowance in addition to his salary, excepting the warden and deputy warden, who have use of a furnished house as above indicated.

C. MASSACHUSETTS REFORMATORY.

1. *Functions and General Information.*

(a) The Massachusetts Reformatory, created by chapter 255, Acts of 1884, receives, in accordance with orders of the courts, all male convicts under forty years of age other than those sentenced to solitary confinement at hard labor in the State Prison. The majority of the prisoners are employed in the reformatory industries, industrial schools or on the farm. In the industries are manufactured boys' and men's shoes, cloth, blankets and yarns for the use of other institutions, and beds and furniture on order for other institutions. Printing is carried on in connection with the trade schools, and to a small extent chair caning. For the fiscal year ending Nov. 30, 1913, the receipts from the industries at the institution were \$217,107.06. The products of the farm (which is cultivated by the inmates) are used in the institution. The institution was established Dec. 20, 1884.

(b) Located at Concord, Mass.

(c) Land area is 308 acres.

(d) Valuation of land, buildings and fixtures (as shown in Auditor's report for 1913) was \$1,396,517.92.

(e) Average number of prisoners during 1913 was 617. Capacity of institution is 950.

(f) Number of officials and employees July 1, 1914, was 131.

(g) Appropriation for expenses for 1914 was \$242,125.

2. *Control and Direction.*

Control and direction of the Massachusetts Reformatory are exercised by the Prison Commissioners, described on page 459 of this report.

3. *Management.*

The management and immediate charge of this institution are vested in a superintendent, who is appointed by the Prison Commissioners. He is responsible to and may be removed from office by the Prison Commissioners. The present superintendent is Mr. Alvah S. Baker, who receives a salary of \$3,500 per annum and the use of a furnished house with fuel and light.

Under the rules of the Civil Service Commission the superintendent appoints all officers, turnkeys and watchmen provided for by law, also all other employees, with the provision that the appointments of superintendents and instructors in the division

of industries are subject to approval by the Prison Commissioners. The superintendent also has power to remove officials and employees under the same rules and restrictions as stated concerning appointments. He purchases the supplies for the reformatory, and receives and disburses all funds advanced by the Commonwealth for the support of the institution.

The superintendent is assisted in the management of the institution by a deputy superintendent (who in addition to his salary receives furnished "house room," fuel and lights), chaplain, clerk, physician, engineer, and superintendent of trade schools. In the absence of the superintendent, the deputy superintendent exercises the powers and performs the duties of the superintendent.

The superintendent is in daily contact and consultation with the officers, instructors and employees of the institution, and a daily written report of the condition of the institution is made to him by the deputy superintendent. All subordinate officers of the institution submit their reports to the deputy superintendent daily. He consolidates them and in this form they are submitted to the superintendent.

The prisoners in the institution are divided into various grades. When first received, they are placed in grade two (if their conduct warrants such action, they are demerited and placed in grade three). After the required number of merits are received in grade two, the prisoners are placed in grade one, from which grade they are released from the institution.

4. *Organization, Classes of Officials and Employees and Rates of Compensation.*

The officials and employees of the Massachusetts Reformatory are organized into six main groups or divisions, the official in charge of each group being directly responsible to the superintendent, as shown in the following summary: —

Superintendent,	1
I. Chaplain,	1
II. Physician,	1
III. Clerk and assistants,	4
IV. Deputy superintendent, turnkeys, watchmen, etc.,	82
V. Industries and trade school divisions,	37
VI. Engineer's division,	13
<hr/>	
Total number of officials and employees,	139

The classes of officials and employees in each main group or division, and the rates of compensation on Aug. 1, 1913, are shown in the following statement, which also indicates the particular duty or assignment of the larger number of those employed. No official or employee receives board, lodging or meals at the institution, except as stated for the superintendent and his deputy.

Superintendent (also receives furnished house, fuel and

lights),	1 at \$3,500.00 yr.
I. Chaplain,	1 at 2,500.00 yr.
II. Physician,	1 at 2,500.00 yr.
III. Clerk,	1 at 2,000.00 yr.
Assistant clerk (court records and histories; also teacher in evening schools),	1 at 1,250.00 yr.
Assistant clerk (bookkeeper; also teacher in evening schools),	1 at 1,250.00 yr.
Assistant clerk and stenographer (also teacher in evening schools),	1 at 1,250.00 yr.
IV. Deputy superintendent (also receives furnished "house room," fuel and lights),	1 at 2,000.00 yr.
A. Turnkey and assistant deputy (\$1,300 as turnkey; \$300 as assistant deputy),	1 at 1,600.00 yr.
Turnkey (yard officer),	1 at 1,300.00 yr.
Turnkey, guard room,	1 at 1,300.00 yr.
Turnkey assistant, guard room,	1 at 1,300.00 yr.
B. Watchmen:—	
Watchman (assists superintendent, places prisoners at work, transfers prisoners),	1 at 1,300.00 yr.
Clerical work (charge of conduct records and of evening schools),	1 at 1,300.00 yr.
In charge of wings and cells,	1 at 1,300.00 yr.
Assisting in wings and cells,	2 at 1,300.00 yr.
Assisting in wings and cells (nights),	2 at 1,300.00 yr.
Assisting in wings and cells (nights),	2 at 1,200.00 yr.
Walls,	6 at 1,300.00 yr.
In charge at farm,	1 at 1,300.00 yr.
Assisting at farm,	1 at 1,300.00 yr.
Dining room,	2 at 1,300.00 yr.
Kitchen,	1 at 1,300.00 yr.
Hospital,	1 at 1,300.00 yr.
"	1 at 1,200.00 yr.
Hospital (nights),	1 at 1,200.00 yr.
Guard room (nights),	1 at 1,200.00 yr.
Storehouse,	2 at 1,300.00 yr.
Cleaning of prison,	1 at 1,300.00 yr.
Walks and grounds,	2 at 1,300.00 yr.
Yard,	1 at 1,300.00 yr.
Yard (nights),	2 at 1,200.00 yr.

Laundry,	1 at	\$1,300.00 yr.
Barns,	1 at	1,300.00 yr.
Barns (nights),	1 at	1,200.00 yr.
In charge punishment and detention rooms,	1 at	1,300.00 yr.
Assistant, punishment and detention rooms,	1 at	1,300.00 yr.
In charge punishment and detention rooms (nights),	1 at	1,300.00 yr.
Assistant, punishment and detention rooms (nights),	1 at	1,200.00 yr.
Shoe shop,	3 at	1,300.00 yr.
" "	1 at	1,200.00 yr.
Cloth shop,	6 at	1,300.00 yr.
In charge at carpenter's shop,	1 at	1,300.00 yr.
Assistant,	1 at	1,300.00 yr.
Blacksmith shop,	1 at	1,300.00 yr.
Woodworking shop,	1 at	1,300.00 yr.
In charge at paint shop,	1 at	1,300.00 yr.
Assistant,	1 at	1,300.00 yr.
" "	1 at	1,200.00 yr.
Sloyd,	1 at	1,300.00 yr.
Plumbing,	1 at	1,200.00 yr.
Physical culture,	1 at	1,300.00 yr.
Relief officers,	6 at	1,300.00 yr.
" "	1 at	1,000.00 yr.
Relief officers (nights),	2 at	1,300.00 yr.
C. Instructor (photographer, in charge Bertil- lon measurements and finger prints, also teacher in evening schools),	1 at	900.00 yr.
D. Teachers in evening schools, ¹	4 at	2.00 ²
E. Organist,	1 at	400.00 yr.
F. Hostler,	1 at	80.00 mo.
G. Teamster,	1 at	65.00 mo.
H. Farm laborer,	1 at	2.50 day
V. Industries and trade school divisions:—		
A. Superintendent of shoe industry,	1 at	1,800.00 yr.
Instructors,	1 at	27.00 wk.
" "	1 at	25.00 wk.
" "	1 at	21.00 wk.
" "	1 at	4.00 day
" "	1 at	3.50 day
" "	5 at	3.00 day
" "	1 at	2.50 day
B. Superintendent of cloth industry,	1 at	2,000.00 yr.
Assistant superintendent,	1 at	25.00 wk.
Mechanic,	1 at	1,200.00 yr.
Repairer,	1 at	1,100.00 yr.

¹ Six regular employees from other divisions also serve as teachers in evening schools at \$2 per session.

² Per session.

Instructors,	1 at	\$20.00 wk.
"	2 at	3.50 day
Instructors (one also teacher in evening schools),	6 at	3.30 day
Instructors,	3 at	3.00 day
C. Superintendent of trade schools (position vacant; temporarily under control of deputy):—		
Mason,	1 at	1,200.00 yr.
Engraving instructor,	1 at	1,200.00 yr.
Drawing instructor (also teacher in evening schools),	1 at	900.00 yr.
Carpentry instructor,	1 at	1,100.00 yr.
Sloyd instructor,	1 at	1,000.00 yr.
Printing instructor,	1 at	1,200.00 yr.
Tinsmithing instructor,	1 at	1,000.00 yr.
Plumbing instructor,	1 at	1,200.00 yr.
Shoe instructor (State shop),	1 at	1,000.00 yr.
VI. Engineer (in charge of department),	1 at	1,800.00 yr.
Assistant engineers,	4 at	3.50 day
" "	1 at	3.00 day
Electrician,	1 at	1,200.00 yr.
Firemen (one temporary),	4 at	17.00 wk.
Machinist,	1 at	3.50 day
Piper and steam fitter,	1 at	3.50 day

D. REFORMATORY FOR WOMEN.

1. *Functions and General Information.*

(a) The Reformatory for Women was created by chapter 385, Acts of 1874 for the purpose of safely keeping and employing women convicts during the term of their sentence or in conformity with the order of the courts.

The classes of work carried on in this institution comprise industries which produce goods both for State and public use, the laundry (house and commercial) and the farm (including the dairy). In the department of industries, including the laundry division, the institution performs work for private individuals for which compensation is received. The institution was established Oct. 30, 1877.

(b) Located at Sherborn, Mass.

(c) Land area, 333.24 acres.

(d) Valuation of land, buildings and fixtures (as shown in Auditor's report for 1913) was \$493,705.89.

(e) Average number of prisoners during 1913 was 196. Capacity of institution is 240.

(f) Number of officials and employees July 1, 1914, was 52.

(g) Appropriation for expenses for 1914 was \$92,509.50 (including \$13,000 for improvements).

2. *Control and Direction.*

The Board of Prison Commissioners exercise control and direction over the Reformatory for Women, as described on page 459 of this report.

3. *Management.*

The management and immediate charge of the institution are vested in a superintendent, who is appointed by the Prison Commissioners for an indefinite term. The present superintendent is Mrs. Jessie D. Hodder, whose salary is \$2,000 per annum. This official is responsible to and may be removed from office by the Board of Prison Commissioners.

The superintendent has the custody and control of all prisoners committed to the institution and also the management and direction of the prison and its employees. She has power to appoint and discharge all the employees of the institution. The superintendent is also treasurer of the reformatory, and as such receives and disburses all money paid by the State for the support of the prison.

Assisting the superintendent in the management of the institution are the deputy, who directs the work in the housekeeping division, the physician, the instructor of industries, the head farmer and the chief engineer. They work under the direction of the superintendent, but manage the work of their divisions. In the absence of the superintendent, the deputy superintendent has the powers and assumes the duties of the superintendent.

In connection with the management of the institution, the prisoners are divided into different grades, when first received being placed in the annex division or, if necessary, in the hospital section under the care of the physician, then in grade two; and when promotion is merited they are placed in grade one, from which grade they leave the institution.

The superintendent receives daily reports from the deputy, clerk and all officers in immediate charge of the women, and monthly reports from the industries department and the farm, showing the status of the work, the amount accomplished, etc.

4. *Organization, Classes of Officials and Employees and Rates of Compensation.*

The officials and employees of the Reformatory for Women are organized into twelve main groups or divisions, the official in charge of each group being directly responsible to the superintendent, as shown in the following outline: —

Superintendent,	1
I. Clerk,	1
II. Chaplain,	1
III. Matron in charge of office,	1
IV. Matron in charge of stores,	1
V. Matron in charge of investigations,	1
VI. Deputy superintendent and housekeeping division,	22
VII. Matron and assistant deputy superintendent,	1
VIII. Night watch division,	4
IX. Physician and hospital division,	4
X. Instructor and industries division,	5
XI. Head farmer and assistants,	18
XII. Engineer and assistants,	6
Total number of officials and employees,	66

The classes of officials and employees in each group or division, together with the rates of compensation on Aug. 1, 1913, are shown in the following statement: —

NOTE. — All employees receive board, lodging and laundry service in addition to their salary, unless stated to the contrary.

Superintendent,	1 at \$2,000.00 yr.
I. Clerk,	1 at 1,000.00 yr.
II. Chaplain (also in charge of schools),	1 at 1,000.00 yr.
III. Matron in charge of office,	1 at 500.00 yr.
IV. Matron in charge of stores, ¹	1 at 500.00 yr.
V. Matron in charge of investigations (field work),	1 at 400.00 yr.
VI. Deputy superintendent (in charge of house-keeping division),	1 at 1,000.00 yr.
A. Living division: —	
Matron in charge of first grade,	1 at 500.00 yr.
Assistant matron (temporary employee),	1 at 300.00 yr.
Matron in charge of second grade,	1 at 300.00 yr.
Assistant matron,	1 at 300.00 yr.
Matron in charge of second grade (east wing),	1 at 500.00 yr.
Matron in charge of second grade (annex),	1 at 400.00 yr.

¹ Has use of unfurnished house owned by the institution; receives two meals a day on week days.

B. Kitchen and dining room service:—

Matron in charge of officers' kitchen and dining room,	1 at	\$500.00 yr.
Matron in charge of prisoners' kitchen,	1 at	500.00 yr.
Matron in charge of prisoners' dining room,	1 at	500.00 yr.

C. Laundry and relief work:—

Matron in charge of prisoners' laundry,	1 at	500.00 yr.
Matron to receive prisoners,	1 at	500.00 yr.
Matrons, relief work,	2 at	500.00 yr.
“ “ “	1 at	300.00 yr.

D. Matron, charge of outdoor work,	1 at	300.00 yr.
Matron (temporary employee),	1 at	400.00 yr.
Matrons (temporary employees),	2 at	300.00 yr.

E. Matron in charge of dairy,	1 at	500.00 yr.
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F. Head instructor in laundry division,	1 at	500.00 yr.
Assistant instructor,	1 at	500.00 yr.

VII. Matron and assistant deputy superintendent,	1 at	620.00 yr.
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VIII. Night watch division:—

Outdoor night watchmen, ¹	2 at	2.00 day
Inside night watch matrons,	2 at	500.00 yr.

IX. Physician (in charge hospital division),	1 at	1,500.00 yr.
Matrons ¹ (temporary),	2 at	300.00 yr.
Matron in nursery,	1 at	300.00 yr.

X. Instructor and head cutter ² (in charge of in-		
dustries),	1 at	1,600.00 yr.
Assistant instructor, ²	1 at	75.00 mo.
Head instructor in shirt room,	1 at	500.00 yr.
Assistant instructor,	1 at	500.00 yr.
Instructor in State use industries,	1 at	500.00 yr.

XI. Head farmer in charge of farm, ²	1 at	1,200.00 yr.
Stableman and laundry teamster, ²	1 at	60.00 mo.
Farmer, poultry yard, ²	1 at	55.00 mo.
Farmer, piggery, ²	1 at	55.00 mo.
Farmer and teamster, ²	1 at	55.00 mo.
Farmer, greenhouse and hothouse, ²	1 at	50.00 mo.
Farmer and teamster, ²	1 at	50.00 mo.
Farmer, cow barn, ²	1 at	50.00 mo.
Farmers, ²	3 at	50.00 mo.
Farmers (three temporary),	5 at	50.00 mo.
Carpenter ² (repairs and improvements),	1 at	75.00 mo.
Assistant carpenter and farm employee, ⁴	1 at	60.00 mo.
XII. Engineer and electrician, ²	1 at	1,200.00 yr.
Assistant engineer, ²	1 at	65.00 mo.
Firemen, ²	2 at	2.00 day
Fireman, ²	1 at	2.00 day
Fireman, ²	1 at	60.00 mo.

¹ Nonresidents; receive one meal a day in addition to salary.² Nonresident; receives salary only.³ Has use of unfurnished house owned by the institution; no meals.⁴ Has use of unfurnished house owned by the institution; receives two meals a day on week days.

E. PRISON CAMP AND HOSPITAL.

1. *Functions and General Information.*

(a) The function of the camp section of the Prison Camp and Hospital is to furnish employment to not more than 100 prisoners in outdoor occupations. The function of the hospital section is to segregate and care for all tubercular prisoners of the Commonwealth. The camp section was established in 1904 under the provisions of chapter 393, Acts of 1898, and the hospital section in 1907 under the provisions of chapter 355, Acts of 1905.

(b) Located in West Rutland, Mass.

(c) Land area is 986 acres.

(d) Valuation of land, buildings and fixtures (as shown in Auditor's report for 1913) was \$86,023.08.

(e) Average number of patients in 1913 was 121; of these 62 were in the hospital and 59 in the camp. Accommodations for 100 persons are provided in the hospital and for the same number in the camp.

(f) Number of officials and employees July 1, 1914, was 34.

(g) Appropriation for expenses for 1914 was \$57,540.

2. *Control and Direction.*

Control and direction are vested in the Prison Commissioners, who have complete authority over all branches of work in the institution; the appointment of the superintendent; the approval of all appointments made by the superintendent; the fixing of all salaries and the making of rules for the general management of the institution. (See also statement for Prison Commission.)

3. *Management.*

The management and immediate charge of the institution are vested in a superintendent, who is appointed by the Prison Commission to serve at its pleasure. The present superintendent is Mr. George C. Erskine, whose salary is \$2,000 per annum.

The superintendent, with the approval of the Prison Commission, appoints and determines the compensation of assistants, and they hold office at his pleasure, except watchmen and instructors, who come under civil service rules.

All officials and employees of the Prison Camp and Hospital are directly responsible to the superintendent. In his absence, the deputy superintendent is in charge.

Officials and employees work in either the camp section or the hospital as occasion demands, the force not being organized into separate divisions for the camp and for the hospital.

4. *Organization, Classes of Officials and Employees and Rates of Compensation.*

The several classes of officials and employees, the number in each class and the rates of compensation on Aug. 1, 1913, are shown in the following statement: —

NOTE. — All officials and employees receive board and lodging in addition to their salaries, excepting the physician who has meals at the institution when in attendance.

Superintendent,	1 at \$2,000.00 yr.
Deputy superintendent,	1 at 1,100.00 yr.
Mechanic (title "inspector"),	1 at 960.00 yr.
Watchmen,	1 at 840.00 yr.
"	4 at 720.00 yr.
"	3 at 600.00 yr.
"	2 at 480.00 yr.
Physician (part time),	1 at 1,000.00 yr.
Nurse,	1 at 780.00 yr.
"	1 at 600.00 yr.
Nurse (temporary),	1 at 600.00 yr.
Attendants,	1 at 840.00 yr.
"	2 at 720.00 yr.
"	3 at 600.00 yr.
Instructors,	1 at 960.00 yr.
"	2 at 840.00 yr.
"	1 at 720.00 yr.
Cook,	1 at 720.00 yr.
Baker,	1 at 600.00 yr.

F. BOARD OF PAROLE FOR THE STATE PRISON AND MASSACHUSETTS REFORMATORY.

1. *General Information.*

(a) The department was established by chapter 829, Acts of 1913. Prior to that time similar work had been performed by the Prison Commissioners.

(b) Office located in State House, Boston.

(c) Number of officials and employees July 1, 1914, was 8.

(d) Appropriation of \$11,500 for 1914 was made for joint use of boards of parole for men and for women.

2. *Functions, Powers and Duties.*

The functions of the board of parole are (1) granting permits to be at liberty from the State Prison and Massachusetts Reformatory, and (2) acting as an advisory board of pardons and considering applications for pardon or commutation of sentence, referred to it by the Governor, and making to him in writing a report containing its conclusions and recommendations. The Board has authority to fix the conditions of a parole.

3. *Control and Direction.*

Control and direction are exercised by the Board, consisting of five members, whose names and addresses on July 1, 1914, with dates of expiration of their terms, were as follows: —

Frank L. Randall, *Chairman*, Brookline.
 John B. Hebbard, *Clerk*, Newton.
 Warren F. Spalding, Cambridge, 1916.
 Thomas C. O'Brien, Boston, 1915.
 Benjamin L. Young, Weston, 1914.

The chairman of the Prison Commissioners and the deputy commissioner are members *ex officio* of the Board, being chairman and clerk respectively. The other members are appointed by the Governor and Council, to whom they are responsible and by whom they may be removed from office.

All meetings of the Board, whether to consider applications for release on parole or applications for pardons, are held in the institution in which the prisoner under consideration is confined.

Before granting a permit to be at liberty from either institution, the Board secures all available information concerning the person under consideration, and gives him a hearing at the institution where confined. A parole is then granted, postponed or denied. As an advisory board of pardons, the members investigate and hold hearings to consider all applications for pardons referred to it by the Governor. The prisoners appearing before the Board may, or may not, be represented by counsel. Witnesses are also heard.

4. *Management.*

The management and immediate charge of the department are vested in the clerk of the Board, who is also deputy prison commissioner and is a member *ex officio* of the parole board. The present clerk is Mr. John B. Hebbard. His authority is

that of a member, together with such additional authority as the Board votes him, and that which he may exercise as clerk of the Board in the matter of routine work and detail.

All appointments and discharges of employees in this department are made by the board of parole. At present, the Board has only one employee, but two clerks of the Prison Commission work part time for the Board.

5. *Classes of Officials and Employees and Rates of Compensation.*

The compensation of the officials and employees of the Board of Parole for the State Prison and Massachusetts Reformatory is as follows:—

Chairman (received \$500 for services during 1913, on board of parole for men and board of parole for women; also chairman of Prison Commissioners, with salary of \$4,000 per annum),	1	
Members of Board,	3	at \$15.00 day
Member and clerk of Board (received \$446.23 for services during 1913, on board of parole for men; also deputy prison commissioner, with salary of \$2,500 per annum),	1	
Stenographer,	1	at 600.00 yr.
Clerks (part time only; also work for Prison Commissioners. One received \$150 extra compensation for services for boards of parole for men and for women during 1913; the other received \$100 extra compensation from September to December),	2	

G. BOARD OF PAROLE FOR REFORMATORY FOR WOMEN.

1. *General Information.*

(a) The department was established by chapter 829, Acts of 1913. Prior to this time similar work was performed by the Prison Commissioners.

(b) Office located at State House, Boston.

(c) Number of officials and employees July 1, 1914, was 4 (including chairman of both boards and 1 unpaid employee).

(d) Appropriation of \$11,500 for 1914 was made for joint use of the two parole boards.

2. *Functions, Powers and Duties.*

The function of the Board of Parole for the Reformatory for Women is to grant permits to be at liberty from the Reformatory for Women. This service is similar to that for men prisoners performed by the Board of Parole for the State Prison and Massachusetts Reformatory.

3. *Management.*

The management and immediate charge of the work are vested in the Board, consisting of three members, whose names and addresses on July 1, 1914, were as follows:—

Frank L. Randall, *Chairman*, Brookline.
Catherine M. O'Leary, Boston.
Hannah T. Carret, Cambridge.

Under provisions of law, the chairman of the Board of Prison Commissioners and the two women members thereof are members *ex officio* of the Board of Parole for the Reformatory for Women. These officials exercise authority in granting or denying paroles from the Reformatory for Women, and have authority to fix the conditions of a parole. All meetings of the Board are held at the reformatory.

4. *Classes of Officials and Employees and Rates of Compensation.*

The law provides that the clerk of the Reformatory for Women shall be the clerk of the women's parole board. She keeps the records of the meetings and performs clerical work for the Board, with the exception of keeping the accounts, which is done by a clerk in the Prison Commissioners' office. The clerk of the Board is the only regular employee, but receives no compensation for her services. Two employees of the Prison Commissioners work part time for the parole board and receive extra compensation therefor from that Board. Following is the compensation allowed the officials and employees:—

Chairman (salary during 1913 as chairman of both parole boards was \$500; as chairman of Prison Commissioners receives salary of \$4,000 annually), . . .	1	
Members (also unpaid Prison Commissioners), . . .	2	at \$15.00 day
Clerk (no salary; also clerk of the women's reformatory), . . .	1	
Clerks (in employ of Prison Commissioners, work part time for two boards of parole; one received as extra compensation \$150; the other received \$100 during 1913), . . .	2	

VII. CITY OFFICIALS AND OTHER NON-STATE OFFICIALS APPOINTED BY GOVERNOR.

CITY OFFICIALS.

Board of Police for City of Fall River.

Established by chapter 351, Acts of 1894. Three members, appointed by Governor. Term, three years. Salary, chairman, \$1,000; members, \$750. Present board: —

	Term expires.
John S. B. Clarke,	1915
Frederick W. Lawson,	1916
Thomas L. Higgins, <i>Chairman</i> ,	1917

Expenses paid by city of Fall River.

Boston Transit Commission.

Established for term of five years by chapter 548, Acts of 1894. Time extended by later statutes to July 1, 1917. Five members; three appointed by mayor of Boston; two by Governor. Present members for State: —

	Term expires.
Horace G. Allen,	1917
David A. Ellis,	1917

Expenses paid by city of Boston.

Finance Commission for the City of Boston.

Established by section 17, chapter 486, Acts of 1909. Five members, appointed by Governor. Term, five years. Salary of chairman, \$5,000; other members unpaid. Present members: —

	Term expires.
John R. Murphy, <i>Chairman</i> ,	1919
Geoffrey B. Lehy,	1915
John F. Moors,	1916
Charles L. Carr,	1917
James M. Morrison,	1918

Expenses paid by city of Boston.

Licensing Board for City of Boston.

Established by chapter 291, Acts of 1906. Three members, appointed by Governor. Term, six years. Salary of chairman (designated by Governor), \$4,000; members, \$3,500. Present members: —

	Term expires.
Robert A. Woods,	1916
Josiah S. Dean,	1918
Wm. P. Fowler, <i>Chairman</i> ,	1920

Expenses paid by city of Boston.

Police Commissioner of the City of Boston.

Established by chapter 291, Acts of 1906. Appointed by Governor. Term, five years. Present commissioner, Stephen O'Meara, Boston. Expenses paid by city of Boston.

Salem and Beverly Water Supply Board.

Established by chapter 700, Acts of 1913. Three members; one (nonresident) appointed by Governor for three years, director of division of public works, city of Salem, and chairman of water board, city of Beverly. Salary of nonresident member, \$3,000; members *ex officio*, no salary. Present member appointed by Governor, Nathan Matthews, Boston. Term expires 1916. Expenses paid by cities of Beverly and Salem.

Salem Rebuilding Commission.

Created by chapter 777, Acts of 1914. To have charge of rebuilding Salem. Five members, citizens of Salem, appointed by Governor for terms of three years. Present members: —

Eugene J. Fabens.
 Dan A. Donahue.
 Edmund W. Longley.
 Dr. Emile Poirier.
 Michael J. Sullivan.

Supervisors of Elections.

Appointed by Governor for any specified election upon request of ten qualified voters of a ward or a town. Compensation determined by city council or selectmen of the town.

OFFICIALS OF INSTITUTIONS.

Massachusetts General Hospital.

Incorporated, 1810 (chapter 94, Acts of 1810). Location, Boston. Present trustees appointed by the Governor: —

David P. Kimball, Boston.
 Charles P. Greenough, Boston.
 Henry S. Hunnewell, Wellesley.
 Joseph H. O'Neil, Boston.

Term, four years. Administrator, Frederic A. Washburn, M.D. Appropriation, 1914, none.

Massachusetts Homœopathic Hospital.

Incorporated, 1855 (chapter 411, Acts of 1855). Location, Boston. Eleven permanent trustees; five appointed by Governor (chapter 358, Acts of 1890.) Present trustees for State: —

	Term expires.
N. Emmons Paine, Newton,	1917
Henry F. Harris, Worcester,	1917
Elwyn G. Preston, Woburn,	1915
Charles E. Rogerson, Milton,	1916
George W. Moses, Brookline,	1916

Term, three years. Superintendent, William O. Mann, M.D. Appropriation, 1914, none.

Peter Bent Brigham Hospital.

Incorporated, 1902, by charter. Location, Boston. Present trustees appointed by Governor (chapter 370, Acts of 1909): —

	Term expires.
Irvin McDowell Garfield, Boston,	1915
John P. Reynolds, Boston,	1918

Term, six years. Superintendent, Herbert B. Howard, M.D. Appropriation, 1914, none.

MISCELLANEOUS.

Collateral Loan Company of Boston.

Organized, 1869, by charter. Seven directors; five elected by stockholders, one appointed by mayor of Boston, one appointed by Governor for indefinite term. No salary paid by State. Present director for State: —

John F. Moors, Boston.

Commissioners of Pilots.

Two commissioners appointed by Governor upon recommendation of trustees of Boston Marine Society for term of three years. Grant commissions as pilots for Boston harbor to persons approved by that society. Present commissioners: —

	Term expires.
Frederick C. Bailey, Kingston,	1915
John H. Frost, Hyannis,	1917

Salary, \$1,700 a year, paid from percentage of fees which pilots are required to turn over to commissioners. Location of office, 177 Milk Street.

Electoral College of Massachusetts.

Eighteen members, elected by people to vote for President and Vice-President. Cost of Massachusetts College for 1913, \$767.67.

Medical Examiners.

Chapter 24, Revised Laws, and statutes in amendment thereof, provide for 73 medical examiners and 73 associate medical examiners, to be appointed by the Governor with the advice and consent of the Council. The term of office is seven years. The statutes classify the medical examiners and associates as county officials, and designate the number to be appointed for each county.

Public Warehousemen.

Licensed by Governor (chapter 69, Revised Laws) to maintain public warehouses. Bonded to State Treasurer.

Surveyor-General of Lumber.

Appointed by Governor. Term, three years. Bonded to State Treasurer for \$2,000. Makes annual report to Secretary of Commonwealth. Present surveyor, Charles H. Crane, Revere. Expenses of Surveyor-General and deputies paid from fees for surveys and measurements of lumber.

VIII. STATE-AIDED INSTITUTIONS AND ORGANIZATIONS.

EDUCATIONAL INSTITUTIONS AND ASSOCIATIONS.

Bradford-Durfee Textile School.

Established, 1904 (chapter 475, Acts of 1895). Location, Fall River. Twenty permanent trustees; ex officiis, mayor and superintendent of schools; two appointed by Governor (chapter 475, Acts of 1895). Present members acting for State: —

	Term expires.
James E. Cunneen,	1916
George E. Prest,	1918

Term, four years. E. B. Durfee is principal. Appropriation, 1914: maintenance, \$20,000; equipment, \$6,922.25; total, \$26,922.25.

Independent Agricultural School of Bristol County.

Established by chapter 566, Acts of 1912. Location, Dighton. Seven trustees, four appointed by Governor and three county commissioners. Present trustees appointed by Governor: —

	Term expires.
William N. Howard, Boston,	1915
Joseph H. Milliken, Dighton,	1916
Algernon H. Barney, Swansea,	1917
Allen P. Keith, New Bedford,	1918

Term, four years. Director, G. H. Gilbert. Annual appropriation equal to half of net maintenance expense (chapter 471, Acts of 1911).

Independent Agricultural School of Essex County.

Established, 1913 (chapter 587, Acts of 1912). Location, Hathorne. Seven trustees, four appointed by Governor and three county commissioners. Present members for State: —

	Term expires.
Henry W. Pelton, Lynnfield,	1915
Justin E. Varney, Lawrence,	1916
George C. Thurlow, West Newbury,	1917
George W. Cressy, Salem,	1918

Term, four years. Director, F. A. Smith. (Annual appropriation equal to one-half net maintenance expense (chapter 471, section 9, Acts of 1911).

Lowell Textile School.

Established, 1897 (chapter 475, Acts of 1895). Location, Lowell. (Seventeen permanent trustees; ex officiis, mayor and superintendent of schools; two appointed by Governor (chapter 475, Acts of 1895). Present members for State: —

	Term expires.
John T. Donehue, Lowell,	1918
Frederick A. Flather, Lowell,	1916

Term, four years. Charles H. Eames, principal. Appropriation, 1914, \$60,000.

Massachusetts Institute of Technology.

Incorporated by chapter 183, Acts of 1861. Location, Boston. Fifty trustees. Governor, chief justice of Supreme Court and Commissioner of Education members for the State. Appropriation, \$100,000 annually for period of ten years (chapter 78, Resolves of 1911). Richard C. Maclaurin, president.

New Bedford Textile School.

Established, 1897 (chapter 475, Acts of 1895). Location, New Bedford. Twenty permanent trustees; ex officiis, mayor and superintendent of schools; two appointed by Governor (chapter 475, Acts of 1895). Present members for State: —

	Term expires.
William E. Hatch,	1916
Abbott P. Smith,	1915

Term, four years. William E. Hatch, president. Appropriation, 1914: maintenance, \$24,000; equipment, \$15,700; total, \$39,700.

New England Industrial School for Deaf Mutes.

Incorporated, 1879, by charter. Location, Beverly. Reports to Legislature through Board of Education. Appropriation for 1914, \$3,500. Louise Upham is principal.

Smith's Agricultural School and Northampton School of Industries.

Established, 1908, under provisions of will of Oliver Smith, made in 1844. Location, Northampton. Three trustees, elected annually by voters of Northampton. Present trustees: —

C. W. Whiting, *Chairman*.
F. S. Warner, *Secretary*.
Peter McHugh.

Director, H. N. Loomis. Appropriation, 1914, \$8,582.99.

Worcester Polytechnic Institute.

Incorporated by chapter 214, Acts of 1865. Location, Worcester. Twelve permanent members in corporation; mayor of Worcester is member ex officio; State Board of Education selects one member. Annual appropriation for period of ten years, \$50,000 (chapter 87, Resolves of 1912). President, Ira N. Hollis.

County Teachers' Associations.

By virtue of chapter 260 of the Acts of 1905 any county teachers' association which holds a convention for at least one day shall be entitled to receive \$50 from the State Treasurer, provided a certificate is filed with the State Board of Education showing that such convention has been held. Under the provisions of this act \$700 was paid out of the State treasury in 1913.

Massachusetts Teachers' Association.

Incorporated by chapter 213 of the Acts of 1846. Subject to the approval of the State Board of Education, an annual appropriation of \$300 is set apart for the Massachusetts Teachers' Association from that half of the income of the Massachusetts School Fund not devoted to towns (chapter 40, Revised Laws).

Teachers' Institutes.

Under the provisions of chapter 40 of the Revised Laws, if twenty-five or more teachers from the same section organize for the purpose of holding an institute, the Board of Education may advance money to meet necessary expenses for such institute. The amount spent in 1913 for this purpose was \$200.

HOSPITALS, CHARITABLE INSTITUTIONS, ETC.*Hospital Cottages for Children.*

Incorporated, 1882, by charter. Location, Baldwinville. Thirteen permanent trustees, five appointed by Governor (chapter 407, Acts of 1892). Length of term, three years. Present members appointed by Governor: —

	Term expires.
Jenness K. Dexter, Springfield,	1915
George B. Dewson, Cohasset,	1916
Herbert S. Morley, Baldwinville,	1917
Arthur H. Lowe, Fitchburg,	1918
Edith H. Sears, Boston,	1919

Superintendent, Hartstein W. Page, M.D. Appropriation, 1914, \$10,500.

Massachusetts Charitable Eye and Ear Infirmary.

Incorporated, 1826 (chapter 91, Acts of 1826). Location, Boston. Eleven permanent trustees, two appointed annually by the Governor. Present trustees appointed by Governor (chapter 28, Resolves of 1872): —

William D. Sohler, Beverly.
John Lawrence, Groton.

Superintendent, Farrar Cobb, M.D. Appropriation, 1914, \$45,000.

Perkins Institution and Massachusetts School for the Blind.

Incorporated by chapter 113, Acts of 1828. Location, Watertown. Eight permanent trustees; four trustees annually appointed by Governor. Present State trustees: —

Paul Revere Frothingham, Boston.
William L. Richardson, Boston.
Annette P. Rogers, Boston.
Thomas B. Fitzpatrick, Brookline.

Present director, Edward E. Allen. Annual appropriation, \$30,000 (chapter 19, Resolves of 1869).

Soldiers' Home in Massachusetts.

Incorporated by chapter 218, Acts of 1877. Location, Chelsea. Total of twenty-one trustees, three appointed by Governor (chapter 282, Acts of 1889). Present members for State: —

	Term expires.
Daniel E. Denny, Worcester,	1917
Harry T. Knight, Winthrop,	1915
Edward P. Starbird, Boston,	1916

Term, three years. Commandant, Richard R. Foster. Appropriation, 1914: maintenance, \$95,000; improvements, \$2,200; religious services, \$1,000; total, \$98,200.

MISCELLANEOUS.

Bostonian Society.

Incorporated by charter in 1881. Receives an annual appropriation of \$1,500 for maintenance of old State House (chapter 298, Acts of 1910).

Massachusetts Department, G. A. R.

Not incorporated under law. The department has a room in the State House, and under chapter 36 of the Resolves of 1912 is allowed \$1,000 annually for five years.

APPENDIX.

GEOGRAPHICAL LOCATION OF STATE OFFICES, INSTITUTIONS, ARMORIES, STATIONS, ETC.

BARNSTABLE COUNTY.

Barnstable:

Forester:

Fire tower, Shoot Flying Hill.

Nursery.

Bourne:

Forester: Fire tower, Bournedale.

Dennis:

Forester: Reforestation area.

Harwich:

Forester: Reforestation area.

Hyannis:

Normal School.

Sandwich:

Fish and Game Commission: Fish hatchery.

Forester: Nursery (East Sandwich).

Wellfleet:

Forester: Reforestation area.

Yarmouth:

Forester: Reforestation area.

BERKSHIRE COUNTY.

Adams:

Fish and Game Commission: Fish hatchery.

Greylock Reservation, part of.

Militia: Armory.

Becket:

Forester:

Reforestation area.

Fire tower, Mount Becket.

Cheshire:

Greylock Reservation, part of.

Mount Washington:

Mount Everett Reservation, part of.

New Ashford:

Greylock Reservation, part of.

North Adams:

District Police: Branch office, Kimball Block.

Greylock Reservation, part of.

Normal School.

Peru:

Forester: Reforestation area.

Pittsfield:

Animal Industry: District office.

Commission for the Blind: Shop, 30 Eagle Street.

District Police: Branch office, Court House.

Highway Commission: Work room, Agricultural Bank Building.

Militia: Armory.

Savoy:

Forester: Fire tower, Tower Mountain.

Sheffield:

Mount Everett Reservation, part of.

Williamstown:

Greylock Reservation, part of.

BRISTOL COUNTY.

Attleborough:

Forester: Reforestation area.

Militia: Armory.

Dighton:

Forester: Fire tower, Richmond Hill.

Fall River:

Bureau of Statistics: Free Employment Office, 41 North Main Street.

Commission for the Blind: Shop, 28 Borden Street.

District Police: Branch office, Hudner Building.

Militia: Armory.

Freetown:

Forester: Reforestation area.

New Bedford:

District Police: Steamer "Lexington."

Militia: Armory.

Raynham:

Board of Insanity: Branch of Taunton Hospital.

Taunton:

Board of Insanity: Taunton Hospital.

Forester: Reforestation area.

Militia: Company Coast Artillery Corps.

DUKES COUNTY.

Gosnold:

Board of Charity: Penikese Hospital (for lepers).

Tisbury:

Fish and Game Commission: Game reservation, Vineyard Haven.

ESSEX COUNTY.

Bozford:

Forester: Reforestation area.

Danvers:

Board of Insanity: Insane Hospital.

Essex:

Forester: Fire tower, Morse Hill.

Georgetown:

Forester: Fire tower, Bald Pate Hill.

Gloucester:

Militia: Armory.

Veterinary Medicine, Board of Registration in: Secretary.

Haverhill:

Dentistry, Board of Registration in: Secretary, 14 Water Street.

Militia: Armory.

Lawrence:

Board of Health: Experiment Station.

Militia: Armory.

Lynn:

Metropolitan Park Commission:

King's Beach Parkway.

Nahant Beach Parkway.

Lynn Shore Reservation.

Militia: Armory.

Manchester:

Forester: Fire station tower.

Methuen:

Militia: Armory.

Middleton:

Board of Insanity: Branch, Danvers Hospital.

Nahant:

Metropolitan Park Commission: Parkway.

Rowley:

Forester: Reforestation area.

Salem:

District Police: Branch office, Kinsman Block.
 Militia: Armory.
 Normal School.

Swampscott:

Metropolitan Park Commission:
 King's Beach Parkway.
 Lynn Shore Reservation.

Westminster:

Board of Insanity: Part of Gardner Colony.
 Forester: Reforestation area.

FRANKLIN COUNTY.

Buckland:

Forester: Reforestation area.

Colrain:

Forester: Reforestation area.

Deerfield:

Mount Sugar Loaf Reservation.

Greenfield:

Animal Industry: District office.
 Forester: Reforestation area.
 Highway Commission: Division engineer, Main Street.
 Militia: Armory.

Heath:

Forester: Reforestation area.

Leverett:

Forester: Reforestation area.

Montague:

Forester: Reforestation area.

Orange:

Militia: Armory.

Shelburne:

Forester:
 Reforestation area.
 Fire tower, Mount Massaemet.

Warwick:

Forester:
 Reforestation area.
 Fire tower, Mount Grace.

HAMPDEN COUNTY.

Brimfield:

Forester: Fire tower, Steerage Rock.

Holyoke:

Forester: Fire tower, Mount Tom.

Militia: Armory.

Ludlow:

Fish and Game Commission: Game farm.

Monson:

Board of Insanity: Insane Hospital.

Palmer:

Fish and Game Commission: Fish hatchery.

Springfield:

Bureau of Statistics: Free Employment Office, 47 Water Street.

District Police: Branch office, 21 Besse Place.

Highway Commission: Division engineer, 137½ State Street.

Militia: Armory.

Westfield:

Highway Commission: Repair shop, 50 North Elm Street.

Normal School.

Trustees of Hospitals for Consumptives: State Sanatorium.

Wilbraham.

Fish and Game Commission: Game farm, North Wilbraham.

HAMPSHIRE COUNTY.*Amherst:*

Agricultural College.

Animal Industry: District office.

Forester: Nursery.

Andover:

Forester: Reforestation area.

Belchertown:

Forester: Reforestation area.

Cummington:

Deer Hill Reservation.

Easthampton:

Board of Insanity: Part of Northampton Hospital.

Mount Tom Reservation.

Hadley:

Fish and Game Commission: Fish hatchery.

Northampton:

Animal Industry: District office.

Board of Insanity: State Hospital.

District Police: Branch office, Masonic Building.

Forester: Fire station.

Militia: Armory.

Pelham:

Forester: Fire tower, Lincoln Mountain.

Williamsburg:

Board of Insanity: Northampton Hospital, part of.

MIDDLESEX COUNTY.

Arlington:

Metropolitan Park Commission: Reservation and parkway.

Metropolitan Water and Sewerage Board: Pumping station.

Ashland:

Metropolitan Water and Sewerage Board: Reservoir.

Belmont:

Metropolitan Park Commission: Reservation and parkway.

Metropolitan Water and Sewerage Board: Pumping station.

Cambridge:

Commission for Blind: Shops, 34 Valentine Street, 686 Massachusetts Avenue, 277 Harvard Street.

Metropolitan Park Commission:

Alewife Brook Parkway.

Beaver Brook Reservation.

Metropolitan Water and Sewerage Board: Engineering work.

Militia: Armory.

Carlisle:

Forester: Reforestation area.

Chelmsford:

Forester: Fire tower, Robbins Hill.

Concord:

Board of Prison Commissioners: Reformatory.

Militia:

Headquarters of regiment of infantry, fire station, Walden Street.

Company of infantry.

Everett:

Metropolitan Park Commission: Revere Beach Parkway.

Militia: Armory.

Framingham:

Metropolitan Water and Sewerage Board: Reservoir.

Militia:

Armory.

Arsenal, South Framingham.

Camp ground.

Normal School.

Hopkinton:

Forester: Reforestation work.

Metropolitan Water and Sewerage Board: Reservoir.

Hudson:

Militia: Armory.

Lowell:

Commission for Blind: Shop, 213 Dutton Street.

District Police: Branch office, 71 Central Block.

Highway Commission: Repair shop, Merrimac Color Press Inc. Building.

Militia: Armory.

Normal School.

Malden:

Metropolitan Park Commission: Middlesex Fells Parkway.

Militia: Armory.

Marlborough:

Metropolitan Water and Sewerage Board: Filter beds, Marlborough Brook.

Militia: Armory.

Medford:

Metropolitan Park Commission:

Middlesex Fells Reservation.

Mystic River Reservation.

Middlesex Fells Parkway.

Revere Beach Parkway.

Mystic Valley Parkway.

Metropolitan Water and Sewerage Board: Pipe yard and stables.

Militia: Armory.

Melrose:

Metropolitan Park Commission:

Middlesex Fells Reservation.

Lynn Parkway.

Natick:

Metropolitan Water and Sewerage Board: Pegan pumping station, filter beds.

Militia: Armory.

Newton:

Metropolitan Park Commission:

Charles River Reservation.

Hemlock Gorge Reservation.

Militia: Armory.

North Reading:

Trustees of Hospitals for Consumptives: State Sanatorium.

Sherborn:

Board of Prison Commissioners: Reformatory for Women.

Shirley:

Trustees, Massachusetts Training Schools: Boys' Industrial School.
Forester: Reforestation area.

Somerville:

Animal Industry: Quarantine station.
Metropolitan Park Commission:
Alewife Brook Parkway.
Middlesex Fells Parkway.
Mystic River Reservation.
Wellington Bridge.
Metropolitan Water and Sewerage Board: Sewerage works.
Militia: Armory.

Stoneham:

Metropolitan Park Commission:
Middlesex Fells Reservation.
Lynn Fells Parkway.
Metropolitan Water and Sewerage Board:
Pumping station.
Reservoir.
Militia: Armory.

Sudbury:

Metropolitan Water and Sewerage Board: Reservoir.

Tewksbury:

Trustees, Infirmary and Farm: State Infirmary.
Highway Commission: Repair shop.

Wakefield:

Forester: Fire tower, Hart Hill.
Metropolitan Park Commission: Hart's Hill Reservation.
Militia: Armory.

Waltham:

Board of Insanity: School for Feeble-minded.
Metropolitan Park Commission:
Beaver Brook Reservation.
Charles River Reservation.
Militia: Armory.

Watertown:

Animal Industry: Quarantine station.
Metropolitan Park Commission: Charles River Reservation.

Weston:

Metropolitan Park Commission: Charles River Reservation.
Metropolitan Water and Sewerage Board: Reservoir.

Wilmington:

Trustees of Hospitals for Consumptives: Part of North Reading Sanatorium.

Winchester:

Metropolitan Park Commission:

Mystic Valley Parkway.

Woburn Parkway.

Stony Brook Reservation.

Metropolitan Water and Sewerage Board: Reservoir.

Woburn:

Metropolitan Park Commission: Parkway.

Militia: Company of infantry.

NANTUCKET COUNTY.

Nantucket:

Forester: Reforestation area.

NORFOLK COUNTY.

Braintree:

Metropolitan Park Commission: Blue Hills Reservation.

Canton:

Board of Charity: Hospital School for Crippled and Deformed Children.

Metropolitan Park Commission:

Blue Hills Reservation.

Neponset River Reservation.

Dedham:

Metropolitan Park Commission:

Neponset River Reservation.

Neponset River Parkway.

Dover:

Board of Insanity: Part of Medfield Hospital.

Forester: Reforestation area.

Foxborough:

Board of Insanity: Hospital.

Medfield:

Board of Insanity: Medfield State Hospital.

Milton:

Forester: Fire tower, Blue Hill.

Metropolitan Park Commission:

Blue Hills Reservation.

Neponset River Reservation.

Needham:

Metropolitan Park Commission: Hemlock Gorge Reservation.

Norfolk:

Board of Charity: Hospital for Inebriates.

Quincy:

Metropolitan Park Commission:
 Blue Hills Reservation.
 Furnace Brook Parkway.
 Quincy Shore Reservation.
 Metropolitan Water and Sewerage Board:
 Forbes Hill Reservoir.
 Nut Island Yard and Screen House.
 Pumping Station.

Randolph:

Metropolitan Park Commission: Blue Hills Reservation.

Sharon:

Fish and Game Commission:
 Fish Hatchery.
 Game Farm.
 Forester: Fire tower, Moose Hill.

Walpole:

Board of Charity: Part of Norfolk Hospital.

Wellesley:

Board of Charity: Temporary home.
 Metropolitan Park Commission:
 Charles River Reservation.
 Hemlock Gorge Reservation.

Westwood:

Metropolitan Park Commission: Neponset River Reservation.

Wrentham:

Board of Insanity: School for Feeble-minded.

PLYMOUTH COUNTY.

Bridgewater:

Trustees, Infirmary and Farm: State Farm.
 Forester: Nursery.
 Normal School.

Brockton:

Militia: Armory.

Carver:

Forester: Reforestation area.

Duxbury:

Forester: Reforestation area.

Hanson:

Forester: Fire tower, Bonney Hill.

Hingham:

Militia: Armory.

Hull:

Metropolitan Park Commission: Nantasket Beach Reservation.

Kingston:

Forester: Reforestation area.

Lakeville:

Trustees of Hospitals for Consumptives: State Sanatorium.

Middleborough:

Animal Industry: District office.

Forester: Fire tower, Town Hall.

Highway Commission:

Division engineer, 15 South Main Street.

Repair shop, Vine Street.

Norwell:

Forester: Reforestation area.

Plymouth:

Forester: Fire tower, Reservoir Hill.

Militia: Armory.

SUFFOLK COUNTY.

Boston:

State House.

Animal Industry:

Quarantine station, Brighton.

Art Commission, Secretary, 310 Fenway Studios.

Ballot Law Commission, Secretary, 90 Canal Street.

Blind, Commission for the, 3 Park Street.

Building Construction Commission, 166 Devonshire Street.

Charity, Board of:

Temporary Home, Charles Street.

Nursery, 19 Pinckney Street.

Controller of County Accounts, 8 Beacon street.

Education, Board of, 15 Ashburton Place:

Normal Art School, Exeter and Newbury streets.

Embalming, Board of Registration in: Secretary, 232 Huntington Avenue.

Firemen's Relief Fund, Commissioners of: Secretary, 294 Washington Street.

Forester, State:

Office, 6 Beacon Street.

Supply store, 251 Causeway Street.

Gas and Electric Light Commissioners, 15 Ashburton Place.

Gas Inspectors, 32 Hawley Street.

General Insurance Guaranty Fund, Trustees of, 161 Devonshire Street:

Medical Director, 520 Commonwealth Avenue.

Boston — Continued.

Health, State Department of:

Branch Office, 1 Beacon Street.

Laboratory, Forest Hills.

Highway Commission, 15 Ashburton Place:

Division engineer, 169 Massachusetts Avenue.

Homestead Commission, 31 Beacon Street.

Industrial Accident Board, 1 Beacon Street.

Insanity, Board of:

Boston State Hospital, Dorchester.

Psychopathic Department, Fenwood Road.

Insurance Department, Branch Office, Pemberton Building.

Judiciary:

Land Court, Court House.

Probation, Commission on, Court House.

Superior Court, Court House.

Supreme Judicial Court, Court House.

Labor and Industries, Board of, 1 Beacon Street.

Loan Agencies, Supervisor of, 6 Park Street.

Metropolitan Park Commission, 14 Beacon Street:

Blue Hills.

Charles River Reservation.

Dedham Parkway.

Neponset River Parkway.

Neponset River Reservation.

Speedway and Playground, Brighton.

Stony Brook Reservation.

West Roxbury Parkway.

Metropolitan Water and Sewerage Board, 1 Ashburton Place:

Reservoir, pumping station and yard, Brighton.

Pumping station, Charlestown.

Pumping station and yard, Deer Island.

Pumping station, yard and machine shop, East Boston.

Pumping station and yard, Hyde Park.

Pumping station, yard, stables and machine shop, Ward Street,
Roxbury.

Militia:

Armory, Bulfinch Street.

Armory, Charlestown.

Armory, Columbus Avenue.

Armory, East Newton Street.

Armory, 7 Green Street.

Armory, Irvington Street.

Cruiser "Chicago," Gas House Wharf, Commercial Street.

Headquarters Second Brigade, 18 Tremont Street.

Minimum Wage Commission, 1 Beacon Street.

Boston — Concluded.

Nautical School, Massachusetts, office, 2A Park Street.

School ship "Ranger," North End Park.

Optometry, Board of Registration in, Secretary, 149 Tremont Street.

Panama-Pacific Managers, 395 Tremont Building.

Pilot Commissioners for the Port of Boston, 716 Chamber of Commerce.

Plumbers, Examiners of, Clerk, 195 Centre Street, Roxbury.

Port of Boston, Directors of the, office, 40 Central Street.

Pier No. 5, South Boston (office).

Northern Avenue and Pier No. 6, South Boston (office).

Prison Commissioners, Board of:

State Prison, Charlestown.

Public Service Commission, 1 Beacon Street.

Statistics, Bureau of:

Free Employment Office, 8 Kneeland Street.

Tax Commissioner, Branch Office, Tremont Building.

Trustees of Hospitals for Consumptives, 3 Joy Street.

Trustees of Massachusetts Training Schools, 274 Boylston Street.

Uniformity of Legislation, Commission on, Chairman, 19 Congress Street.

Chelsea:

Metropolitan Park Commission: Revere Beach Parkway.

Militia: Armory.

Winthrop:

District Police: Motor boat "Palm."

Metropolitan Park Commission: Winthrop Shore Reservation.

WORCESTER COUNTY.

Ashburnham:

Board of Insanity: Part of Gardner Colony.

Forester: Reforestation area.

Barre:

Animal Industry: District office.

Forester: Reforestation area.

Berlin:

Lyman School for Boys: Branch of Westborough School.

Bolton:

Industrial School for Girls: Part of main institution at Lancaster.

Brookfield:

Forester: Reforestation area.

Charlton:

Forester: Fire tower, Little Nugget.

Clinton:

Metropolitan Water and Sewerage Board: Reservoir.
Militia: Company of infantry.

Fitchburg:

Forester: Reforestation area.
Militia: Armory.
Normal School.

Gardner:

Board of Insanity: Colony.
Forester: Reforestation area.

Grafton.

Board of Insanity: Part of Worcester Asylum.

Holden:

Forester: Reforestation area.

Hubbardston:

Forester: Reforestation area.

Lancaster:

Forester: Reforestation area.
Metropolitan Water and Sewerage Board: Reservoir.
Trustees of Massachusetts Training Schools: Industrial School for Girls.

Milford:

Militia: Armory.

Northborough:

Board of Insanity: Part of Westborough State Hospital.

Oakham:

Forester: Reforestation area.

Paxton:

Forester: Reforestation area.

Princeton:

Forester: Fire tower, Mount Wachusett.
Mount Wachusett Reservation.

Royalston:

Forester: Reforestation area.

Rutland:

Board of Prison Commissioners: Prison Camp and Hospital.
Forester: Reforestation area.
Trustees of Hospitals for Consumptives: State Sanatorium.

Shrewsbury:

Board of Insanity: Branch of Worcester Hospital.

Southborough:

Metropolitan Water and Sewerage Board: Reservoir.

Spencer:

Forester: Reforestation area.

Sterling:

Metropolitan Water and Sewerage Board: Filter beds.

Sutton:

Fish and Game Commission: Fish hatchery and game farm.

Templeton:

Board of Insanity: Branch of School for Feeble-minded at Waltham.

Forester: Reforestation area.

Westborough:

Trustees, Training Schools: Lyman School for Boys.

Board of Insanity: State Hospital.

Forester: Fire tower, Mount Fay.

West Boylston:

Metropolitan Water and Sewerage Board: Reservoir.

Westminster:

Board of Insanity: Part of Gardner Colony.

Worcester:

Bar Examiners, Board of: Office of Secretary.

Board of Insanity: State Hospital and Asylum.

Bureau of Statistics: Free employment office, 48 Green Street.

Commission for the Blind: Shop, 194 Front Street.

District Police: Branch office, 476 Main Street.

Highway Commission: Work room, 518 Main Street.

Militia: Armory.

Normal School.

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